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RETRENCHMENT: GENERAL RUSSELL E. DOUGHERTY AND THE
STRATEGIC AIR COMMAND DURING THE AGE OF DÉTENTE

BY

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The undersigned certify that this thesis meets the master's level standards of research, argumentation, and expression.

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DISCLAIMER

The conclusions and opinions expressed in this document are those of the author. They do not reflect the official position of the US Government, Department of Defense, the United States Air Force, or Air University.



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Finally, I thank the men and women of the Strategic Air Command.



"PEACE...Is Our Profession"

ABSTRACT

General Russell E. Dougherty was a transformational Air Force leader during a key period of the Cold War. Inspired to serve his nation when Pearl Harbor was attacked, he led a military career defined largely by intellectual acumen. During his 35-year Air Force career, his gentlemanly manners and engaging disposition allowed him to be regarded as a 'new' kind of military leader. By the time he became Commander-In-Chief of Strategic Air Command, the preeminent nuclear deterrent force during the Cold War, he had validated the theory that one did not have to 'breathe fire' to motivate others. Dougherty was not without faults though. He missed the atrophy within Air Force tactical capabilities during operations in Korea, and failed to acknowledge the prerogative of civilian authority during operations in Vietnam. Retiring in 1977, Dougherty spent the next thirty years of his life devoted to the study of military readiness and national security affairs. He mentored an entire generation of Air Force general officers and became regarded as one of the most prolific writers and speakers of strategic thought of his generation.

This study serves two purposes. One, is to provide a biographical overview of an Air Force leader on whom little scholarly attention has yet been devoted. Two, is to study the foreign policy of détente during the Nixon administration and assess its impact on U. S. nuclear readiness as represented by the Strategic Air Command arsenal. Surprisingly, détente had little if any bearing on the nation's nuclear operational posture. This thesis suggests that the Air Force should look back to the leadership example provided by General Dougherty as officers are selected for flag rank in an era of diminishing general officer billets. It also recommends the enduring legacy of perpetual readiness of the Strategic Air Command be studied as the utility of a nuclear weapons inventory continues to be defined in a post-Cold War age.

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Chapter 1

Introduction

Leadership and learning are indispensable to each other.

President John F. Kennedy

Strategic Air Command (SAC) arose from the ashes of World War Two. The advent of nuclear weapons and a looming foe over the polar ice cap mandated a military organization that could project force and maintain U. S. strategic superiority. This was the job given to SAC when it was established in 1946. By the time it was deactivated on June 1, 1992 in response to an evolving geopolitical landscape, it was regarded as the world's preeminent nuclear deterrent force. Missiles in silos were maintained at near 100 percent readiness. A significant portion of SAC bombers were on ground alert. SAC command and control aircraft were in the air twenty-four hours a day to assume duties in the event SAC's underground command post at Offutt Air Force Base, Nebraska was disabled. Indeed, the model of efficiency SAC exhibited as a nuclear combat organization contributed to its demise. "The nuclear-armed warriors of Armageddon were so professional, so accomplished, and so respected by adversaries in Moscow and Beijing, they had made war unthinkable."¹

SAC no longer exists as an organization, but its legacy of keeping the peace remains intact. No visitor to the former SAC headquarters building on Offutt Air Force Base can wander its halls without sensing the enduring achievement made possible by the thousands of Airmen and civilians who served in SAC during its 46-year history.

A total of 13 Air Force four-star officers served as Commander-In-Chief of Strategic Air Command, known simply as CINCSAC. Eleven were bomber

¹ Phillip S. Meilinger, *Bomber: The Formation and Early Years of Strategic Air Command*, (Maxwell Air Force Base, Alabama: Air University Press, 2012), 336.

pilots, the remaining two were fighter pilot aces during World War Two. Three of those who served as CINCSAC went on to become Air Force Chief of Staff. One in particular, Curtis E. LeMay, became and remains an institutional icon within the Air Force.

One CINCSAC, however, was an anomaly in comparison to his peers. A bomber pilot with a respectable background in unit operations, he pursued academic achievement and intellectual growth when such traits were not deemed prerequisites for a successful Air Force career. His geopolitical perspective and strategic mindset helped him ascend to command the world's most imposing nuclear deterrent force, at precisely the same moment in time a U. S. president was developing a new foreign policy focusing on geopolitical security versus ideological confrontation. Known as détente, the approach emphasized diplomatic engagement rather than military conflict. Détente contributed to major strategic arms limitation agreements between the United States and Soviet Union, but had little bearing on SAC's operational posture. The U. S. executive branch failed to pursue management mechanisms to temper SAC's influence, and SAC leaders failed to match their organizational posture to an evolving geopolitical environment.

This thesis represents the story of a unique officer who led an organization of Airmen during a similarly unique time in world history. This is the story of General Russell E. Dougherty and the Strategic Air Command during the age of détente.

Chapter 2

Glasgow

My lord, wise men ne'er sit and wail their woes

From *King Richard II* by Shakespeare

Barren County is located in the south-central portion of the state of Kentucky. Established in 1798, it was named for the Barrens, the lush meadowlands that are prevalent throughout the area. The area was settled largely by immigrants of Scottish-Irish descent, who paid homage to their homeland by naming the county seat Glasgow. George Washington owned land in the area, acquired during his days as a surveyor, and gifted a small portion to his niece, Elizabeth, upon her marriage. The home that was built on the land for the newlyweds, known as Spotswood House, remains standing to this day, and is regarded as a historic landmark. It was in this rural, and largely agricultural, community that the ancestors of future United States Air Force four-star general, Russell Elliott Dougherty, established pioneer roots in the late eighteenth century.

The Dougherty name descends from the Celtic clan known as Cinel Conaill, whose homeland is modern day County Donegal, Ireland. The ancient Gaelic name, O'Dochartaigh, was anglicized to its current form. North American ancestors can be traced to 1729¹. Dougherty's fourth great-grandfather was a storekeeper in Pottstown, Pennsylvania. His son, Dougherty's third great-grandfather, settled in Danville, Virginia and sired Dougherty's second great-grandfather, who was part of an organized expedition to explore the Kentucky region. He settled with his family in what became Barren County, among the area's initial pioneer settlers, in 1789. He eventually served as the district's first elected senator in the Kentucky

¹ Quoted from Gen Russell E. Dougherty, "U. S. Air Force Oral History Interview", U. S. Air Force Historical Research Center, August 13-14, 1979, 9.

legislature. In 1806 with four others, he incorporated the city of Nashborough in an area then referred to as the Southwest Territory.² Nashborough is now known as Nashville and the Southwest Territory is now known as the state of Tennessee. His son, Dougherty's great-grandfather, served with John Hunt Morgan's Volunteer Confederate Cavalry during the American Civil War.

Dougherty's father, Ewell, was born in Glasgow on July 13, 1885³ and studied accounting at Western Kentucky State College in Bowling Green, Kentucky before graduating in 1909. Attracted to the modern technology represented by the railroads, he pursued a career as a U. S. postal inspector with the Railroad Mail Service. Dougherty's mother, Bess House, was born in Franklin, Kentucky on March 3, 1892.⁴ She attended Logan College and later taught art there. Ewell and Bess met in Bowling Green and were married in 1919.

Dougherty held his parents in high regard. "I was privileged to have a dad that was active and manly and did things and encouraged me to do them and to have a mother who was a gracious hostess and had a tremendous sense of empathy for people. She was a great conversationalist, a great hostess. She was popular, as was dad."⁵

Ewell Dougherty's career as a postal inspector for the railroads proved significant when the First World War erupted in Europe in 1914. The U. S. Postal Service froze the employment status of its members when the U. S. entered the war in 1917, resulting in Ewell being precluded from military service. Many fine men from Glasgow volunteered to serve in the war but Ewell Dougherty was not among them. The stigma of not serving in the military remained with him for the rest of his life and significantly influenced the future career path of his first-born son.

² Quoted from 1979 Oral History Interview, 12.

³ Quoted from 1979 Oral History Interview, 4.

⁴ Quoted from 1979 Oral History Interview, 4.

⁵ Quoted from 1979 Oral History Interview, 31.

Russell Elliott Dougherty was born in Glasgow, Kentucky on November 15, 1920. Dougherty's middle name came from the first name of his maternal grandfather. His father was an avid bird hunter when the Kentucky hunting season started every November 15. Not to be dissuaded from his annual endeavor, Ewell placed Bess into the Glasgow hospital on November 14, and went hunting with friends. He returned the evening of November 15 to find that he was now the father of a son. Years later, Dougherty reflected that he should have been named "Quail or Dove".⁶ Another son, Robert House, arrived in 1928 for Ewell and Bess, and the Dougherty family unit was complete.

Dougherty was delivered by Dr. C. C. Howard, a prominent Kentucky physician. Dr. Howard delivered most new babies born in Glasgow at the time and many more throughout the state. He led a national movement during the 1930s to recognize the field of family medicine. Today, particularly in the state of Kentucky, he is regarded as the "Father of the Family Practitioner".⁷

Dougherty always described growing up in Glasgow with great fondness. The town might have been small but there was never a shortage of guests in the family household. Bess took great pride in her local reputation as "housekeeper, cook, and decorator."⁸ There was a seemingly endless flow of family and visitors to the house and an equally endless flow of food, prepared by Bess "with amazing efficiency."⁹ Dougherty later reflected, "Mother was a very outgoing, flamboyant, woman and hostess...we always ate too much."¹⁰ Further still, "Now in later life looking back, it was abnormally wonderful...we didn't have anything but we didn't need anything. We had a wonderful home, wonderful furniture, wonderful parents, wonderful relatives".¹¹

⁶ Quoted from 1979 Oral History Interview, 1.

⁷ Quoted from 1979 Oral History Interview, 48.

⁸ Quoted from 1979 Oral History Interview, 19.

⁹ Quoted from 1979 Oral History Interview, 20.

¹⁰ Quoted from 1979 Oral History Interview, 20.

¹¹ Quoted from 1979 Oral History Interview, 31.

Bess was an accomplished automobile driver, particularly for her generation. It was a necessary function in light of Ewell's work schedule. His railroad network stretched from Louisville to Cincinnati, from Nashville to New Orleans, and from Knoxville to Atlanta. It was common for Ewell to be gone for two or three weeks at a time. Bess would drive to pick up Ewell at whatever location was necessary, with Russell and Robert in tow. According to Dougherty, "I remember Dad's total devotion to the integrity of the mail, absolutely total. He would go to no end to find out what happened to some mail or to run down those that caused it to happen."¹²

In reflecting on the impact of his father on his own life, Dougherty ruminated, "Dad and I--it was not a buddy-buddy relationship. It was really a father-son relationship. I had great respect for my dad and, of course, great affection, but great respect...he was a disciplined man, a very stern and strict man. He has been a tremendous influence in my life."¹³ Dougherty grew up enjoying books, playing sports, and participating in Boy Scout activities. He also discovered what would become one of his enduring life passions.

The Kentucky National Guard traces its lineage back to 1636.¹⁴ Originally referred to as a 'trained band', it became known as a 'militia' in the eighteenth century. George Rogers Clark brought leadership and strategic vision to the Kentucky militia during the years of the American Revolutionary War. He instilled in the militia a strong sense of military purpose that allowed it to succeed against Indian and British troops in such battles as that at Vincennes in 1778.

Militia members such as Daniel Boone contributed to the status of the Kentucky militia. Boone and other local sharpshooters were so skilled with the American Longrifle that the firearm soon became simply known as the

¹² Quoted from 1979 Oral History Interview, 19.

¹³ Quoted from 1979 Oral History Interview, 19.

¹⁴ *Kentuckians In Action, A History of the Kentucky National Guard in Times of War and Peace*, Internet, available from <http://kynghistory.ky.gov/history/>

Kentucky Long Rifle.¹⁵ The militia, though, enjoyed its greatest success during the War of 1812.¹⁶ A contingent of 2,500 Kentucky militia supported General Andrew Jackson in January 1815 at the Battle of New Orleans. The American win against the British signaled the final shots in a war that had actually ended before such news could reach New Orleans.

Formally designated as a 'National Guard' by the Kentucky state legislature in 1824,¹⁷ it eventually came to support the Union cause during the American Civil War, although it did not begin as such. As was the case in most border states at the time, individuals had to choose whether to support the Union or Confederate cause. Most members of the Kentucky guard, such as Dougherty's great-grandfather, initially chose the Confederate cause in 1861. The state was forced to disband its National Guard until 1862,¹⁸ when Union forces pushed Confederate forces out of Kentucky. The state National Guard later provided troops to support the Spanish-American War in 1898, and deployed troops overseas as part of the American Expeditionary Force, led by future General of the Armies John J. Pershing, during the First World War.

The guard continued to evolve in the post-war era when, in 1929, a new mounted unit, the 123rd Cavalry Regiment, was established. Dougherty's uncle, Colonel Louis R. Dougherty, served in the Regular Army Cavalry and also as an instructor for the Kentucky National Guard. All of Dougherty's friends were in the National Guard and he wanted to be part of it.

Dougherty had started to play the trumpet at a very early age. He found out from a cousin there was an opening in the 123rd for a mounted bugler. One had to be 16 years of age before joining the Guard. Dougherty was just 15

¹⁵ Kentuckians In Action, *A History of the Kentucky National Guard in Times of War and Peace*, Internet, available from <http://kynghistory.ky.gov/history/>

¹⁶ Kentuckians In Action, *A History of the Kentucky National Guard in Times of War and Peace*, Internet, available from <http://kynghistory.ky.gov/history/>

¹⁷ Kentuckians In Action, *A History of the Kentucky National Guard in Times of War and Peace*, Internet, available from <http://kynghistory.ky.gov/history/>

¹⁸ Kentuckians In Action, *A History of the Kentucky National Guard in Times of War and Peace*, Internet, available from <http://kynghistory.ky.gov/history/>

at the time. Without first asking permission of his parents or his uncle, he simply enlisted and lied about his actual age in the process.¹⁹

Effective January 25, 1936 Russell E. Dougherty became a private in the 123rd Cavalry Regiment of the Kentucky National Guard.²⁰ His duties were that of mounted bugler and he had just turned 15 two months prior to his enlistment. Dougherty rationalized it as his necessary public service. “The military tradition is very strong in Kentucky as it is in much of the South and in many of the small towns. It was a respected profession.”²¹

His uncle, Colonel Dougherty, never questioned his actions. His father, Ewell, perhaps remembering how military service in the Great War had been denied him, also remained silent. Ewell Dougherty instilled a strong work ethic and sense of accountability in his son, and Russell was already showing maturity and wisdom beyond his years. Dougherty came to appreciate the multiple responsibilities in his young life and learned he was happiest when he was busy.

Dougherty pursued his school studies when not immersed in the duties of his National Guard unit. He played basketball and auditioned for school plays. He also served as a student council officer and worked on the staff of the school newspaper. For extra money, he worked as a waiter at the Gold Post, a local restaurant popular with college students.²²

His great pleasure, though, came from playing the trumpet in the school band. He became so enthralled with the trumpet that he started his own dance band while still in high school. The band traveled at night, to locations up to four hours away, then returned to Glasgow late in the evening. School the next morning always beckoned. “We were sort of zombies. We did that four or five nights a week, burning the candle on both ends.”²³

¹⁹ Quoted from 1979 Oral History Interview, 39.

²⁰ Officer Military Record, *Dougherty, Russell E.*, October 1, 1977.

²¹ Quoted from 1979 Oral History Interview, 44.

²² Quoted from 1979 Oral History Interview, 40.

²³ Quoted from 1979 Oral History Interview, 34.

The piano player in the band was a fellow classmate named Billy Vaughn. Vaughn and Dougherty, brought together by their mutual love of music, became fast friends, and were hired as a duo to perform during the summer months at the Buena Vista Hotel in Sulphur Well, Kentucky. It was the beginning of a friendship between the two that would last for decades.

In the meantime, Dougherty became known throughout the area as a talented trumpet player, and was invited to serve as an extra in a popular professional band. The Roy Holmes Orchestra traveled extensively during the summer months to perform mostly at resort hotels for vacationing tourists. The Greenbrier, the Homestead, and the Palace Hotel in Red Boiling Springs, Tennessee were all locations where Dougherty performed with the band.²⁴

Dougherty participated in most extracurricular activities available to him, even to the detriment of his academic studies. "I wasn't a bad student--I just wasn't what you would call a good student. I was a solid B student."²⁵ Dougherty struggled especially with math, a problem that followed him later into college. Passing a college math course was required in order to graduate. Dougherty chose to avoid the math requirement as long as possible. "I think I kept starting it and dropping it, starting it and dropping it. Finally as a senior, I passed freshman algebra but just barely with a D. They wrote it on my record in red ink."²⁶

The mounted band of the 123rd Cavalry Regiment was popular not only throughout the state of Kentucky but nationwide. The regiment represented one of only two mounted bands in the world at the time, the other being the Royal Mounted Police of Canada Band.²⁷ The 123rd traveled widely performing for large crowds at concerts, rodeos, sporting events, such as the annual Kentucky Derby horse race, county fairs, and other assorted gatherings around

²⁴ Quoted from 1979 Oral History Interview, 35.

²⁵ Quoted from 1979 Oral History Interview, 52.

²⁶ Quoted from 1979 Oral History Interview, 52.

²⁷ Quoted from 1979 Oral History Interview, 39.

the country. Dougherty later reflected on the talent of the mounted band. "That's no mean trick to organize a 40-piece band on horseback."²⁸

The 123rd also had responsibilities as an active cavalry regiment when not touring as a mounted band, activities in which Dougherty eagerly participated. Maneuvers with other units were scheduled in two-week increments each summer, and for shorter periods of time, throughout the remainder of the calendar year. The 123rd often found itself engaged in training exercises against units from the Pennsylvania National Guard or the Ohio National Guard. Other times, the 123rd would merge with active Army units, such as the 11th Cavalry at Fort Knox, in support of large-scale, extended training exercises. Serving in uniform at such a young age inculcated in Dougherty a strong devotion to individual duty, and a love of the military, that became permanent traits in later years.

One person greatly influenced the life of the young cavalry bugler. His uncle, Colonel Louis R. Dougherty, had previously attended the U.S. Military Academy at West Point and was an upperclassman over future five-star General of the Army Douglas A. MacArthur.²⁹ For unknown reasons, he left West Point after two years and moved south where he resumed his studies at the University of Mississippi. He received his officer commission as a second lieutenant in 1899 and entered the Regular Army Cavalry.

His first duty assignment as a newly commissioned cavalry officer was Fort Meade, South Dakota. One early evening, after a long day of patrolling in the Black Hills region, the lieutenant and his troopers came upon a large home near a creek. Wanting to bivouac near the creek for the night, Lieutenant Dougherty knocked upon the front door to first ask permission of the home owner. An attractive woman named Callie Driscoll, 19-year old daughter of a Texas cattle rancher, answered the door. Dougherty received permission for him and his men to bivouac for the evening. He also quickly volunteered for all

²⁸ Quoted from 1979 Oral History Interview, 39.

²⁹ Quoted from 1979 Oral History Interview, 42.

mounted patrols in the area thereafter. A courtship ensued between Louis and Callie and the couple soon married.

Aunt Callie, when in her seventies, told Russell of a critical life experience for which she still had not forgiven her husband. In 1913, at Fort Sam Houston in Texas, a captain in the Signal Corps offered to give Callie a ride in his biplane. She quickly threw on a leather flight jacket, helmet, and silk scarf before being assisted into the cockpit by the young pilot. The couple was strapped in and, ready to take off, when Louis came at a full gallop across the grass strip, yelling at the pilot from horseback. "You get Callie out of that infernal machine! You get her out of that unconscionable rig!"³⁰ Aunt Callie then said to Russell, "You have never heard such a dressing down as your uncle gave that pilot. Your uncle dragged me out of that airplane, the pilot flew, and he went around the parade ground, and he landed, and he didn't crash. I would have been the first woman to fly, and I will never forgive your uncle!"³¹ The pilot was Captain Benjamin Foulois,³² and he would later play a pivotal role in the future of the Air Corps.

Colonel Dougherty was still serving on active duty in 1936 when his nephew enlisted in the Kentucky National Guard. Even before enlisting, the two shared a special bond, with the colonel often inviting his nephew to come visit him at Fort Knox for a week or two. The colonel had an aide, Sergeant Hanks, to assist with administrative duties. Together, the two cavalry soldiers left a lasting impression on the younger Dougherty. "I think probably Sergeant Hanks and Colonel Dougherty instilled in me a love for the military that I just didn't fully appreciate the weight of until later."³³

In the early 1930s, Colonel Dougherty invited his nephew to accompany him on a major expedition the colonel commanded onboard the Army transport ship the *Republic*. The ship would depart New York City, and steam south

³⁰ Quoted from 1979 Oral History Interview, 43.

³¹ Quoted from 1979 Oral History Interview, 43.

³² Quoted from 1979 Oral History Interview, 44.

³³ Quoted from 1979 Oral History Interview, 45.

along the eastern seaboard, to pick up and drop off passengers along the way. The ship would then transit the Panama Canal before steaming on to port calls in Los Angeles and San Francisco. The *Republic* would then cross the Pacific Ocean for a port call in the Philippines, reverse course, and repeat the route all the way back to New York City.

Bess Dougherty, however, vetoed the trip. Departure from New York City was scheduled in May, return was not expected until September, and Bess did not want her oldest son to miss any school. Russell was not pleased. "Looking back, this is one of those things that I can't forgive her for because I think that was a mistake of the first order. What a thrill that would have been to travel with Colonel Dougherty and to make that trip on that transport."³⁴

Dougherty respected his parents, and likely meant no malice with such a pointed comment, when reflecting on the matter years later. Clearly chagrined, however, at the lost opportunity, and perhaps with a wry grin on his face, Dougherty eventually found solace in his mother's decision. "I have since been to the Philippines but not under such delightful circumstances."³⁵

Colonel Louis R. Dougherty retired in 1939 after 40 years of active duty service in the United States Army Cavalry. His final assignment was as commander of the 26th Cavalry in the Philippines.³⁶ War was already raging in Asia. Similar storm clouds were gathering in Europe, although they meant little to an American population committed to isolationism in world affairs.

The U.S. was drawn into the First World War in 1917, when conflict between the European nations, had already been raging for three years. More than one million American soldiers were eventually mobilized and sent to Europe to fight alongside the British and French. More than 53,000 U.S. troops died in Europe and another 200,000 were wounded.³⁷ The American

³⁴ Quoted from 1979 Oral History Interview, 45.

³⁵ Quoted from 1979 Oral History Interview, 42.

³⁶ Quoted from 1979 Oral History Interview, 42.

³⁷ Allan R. Millett and Peter Maslowski, *For the Common Defense: A Military History of the United States of America*, (New York, NY: The Free Press, 1994), 375.

population, by the late 1930s, was not inclined to become embroiled in European affairs ever again.

Dougherty was promoted to the rank of private first class in the Guard, since enlisting as a private in January 1936, but decided to leave his unit as of May 1, 1937.³⁸ He finished his final year at Glasgow High School in 1938 and chose to rejoin the 123rd Cavalry Regiment on July 8.³⁹ The Doughertys were devout Methodists, and Bess wanted him to pursue a career as a Methodist preacher, but Russell politely demurred. “That wasn’t my bag.”⁴⁰

He had been playing the trumpet for several years by then and had acquired a particular passion for it. So much so that he began to think he could make a living as a professional trumpet player. The possibility of pursuing such a lifestyle, however, was unthinkable to either Ewell or Bess. “Mother and Dad thought probably the lowest two forms of humanity were wrestlers and dance band musicians and probably in that order.”⁴¹

The battle of wills within the Dougherty household concerning trumpet playing lasted throughout all of Russell’s high school years. He loved playing the trumpet and considered it an additional benefit when he realized he could be paid to do so. “I couldn’t explain all this to mother. All I knew, I was being frustrated in doing what I wanted to do. I could make \$3 a night playing that trumpet. In 1934 or 1935 that was a lot of money. Sometimes I made \$5.”⁴²

The confrontation reached its climax in 1935. Believing they could force him to adopt a more socially acceptable hobby, Ewell and Bess decided to remove the trumpet from Russell’s possession. His response was swift. “I crawled out the window late at night and borrowed a trumpet from a friend.”⁴³ It was Ewell who brokered the peace once he and Bess discovered what Russell was doing. “It’s obvious he is going to do it anyway. So we are going to make

³⁸ Officer Military Record.

³⁹ Officer Military Record.

⁴⁰ Quoted from 1979 Oral History Interview, 53.

⁴¹ Quoted from 1979 Oral History Interview, 53.

⁴² Quoted from 1979 Oral History Interview, 54.

⁴³ Quoted from 1979 Oral History Interview, 54.

the best out of this bad situation. Bess, what do you want from him?"⁴⁴ Bess replied, "All right, son, we are going to let you do this if you want to do it, but I want you to promise me something...you won't touch a drop of liquor until you are 21 years old, and I hope you don't touch one then."⁴⁵ It was more than acceptable to Russell. "I made that promise, and I kept it."⁴⁶

Dougherty had great respect for the military, and was still active in the 123rd Cavalry Regiment, but he believed that a different field of endeavor was his true calling. He started classes at Western Kentucky State College in the fall of 1938 with the goal of pursuing a professional career as a lawyer. The president of the college at the time was named Dr. Paul Garrett, who had attended Western Kentucky, 30 years previously, along with his classmate Ewell Dougherty.

Garrett took an active interest in Russell. While reviewing previous records, he discovered his former classmate Ewell had deposited 18 dollars in 1908 into his student account to prepay tuition costs for two semesters. Ewell graduated in 1909 and, perhaps due to an administrative oversight, was never refunded the money. The account was still active when Dougherty enrolled in 1938. Garrett informed Russell that two semesters had been prepaid by his father during his own time as a student. The funds could be transferred to cover two semesters of Russell's tuition if he wished. Dougherty contacted his father, who approved.

The school, though, had a condition. Ewell had prepaid tuition in the accounting school of Western Kentucky. In order to make use of the prepaid tuition, Russell, who struggled with math all through high school, would have to enroll in accounting courses. Dougherty succeeded at avoiding the college algebra course during his first year in college, but still found himself academically challenged by what he encountered in his accounting courses. "It

⁴⁴ Quoted from 1979 Oral History Interview, 54.

⁴⁵ Quoted from 1979 Oral History Interview, 54.

⁴⁶ Quoted from 1979 Oral History Interview, 54.

was far beyond bookkeeping...it was accounting methodologies and procedures. It was a pretty sophisticated school. It was tough as the dickens.”⁴⁷

Dougherty greatly enjoyed the additional freedom of being a college student. Many students at Western Kentucky drove their own vehicles. Dougherty wanted to as well, so he partnered with his roommate, George Coggans. The two had been high school classmates and together they purchased a 1923 Ford Model T from a local hardware store for five dollars.⁴⁸ The Model T was the world’s first mass-produced car and was marketed by Henry Ford to America’s middle-class. The car was powered by an inline, four-cylinder engine capable of producing 20 horsepower and came equipped with a two-speed, manual transmission. Its original price in 1923 was around 260 dollars. By 1938, its value had depreciated and represented an adequate first car for a couple of college students.

Dougherty and Coggans deposited \$2.50, and agreed to pay 50 cents per week, until the remaining balance was paid in full. What they did not anticipate was the topography of the campus. “At Western Kentucky, as you may recall, they call them the Hilltoppers because the school is on a very high hill. The whole town just goes up the hill to the school.”⁴⁹ The clutch bands on the Model T weakened over the years to the point that the vehicle was now incapable of being driven forward uphill. “The car wouldn’t make it up the hill except in reverse. So we would back it up the hill because the bands on the clutch were in pretty good shape in reverse. Every night, we would back it up the hill.”⁵⁰

The inconvenience of having to research in advance which hills in the area were acceptable for forward driving, quickly proved too much to handle for the two college students. “After three days of this, we decided we had gotten a

⁴⁷ Quoted from 1979 Oral History Interview, 17.

⁴⁸ Quoted from 1979 Oral History Interview, 55.

⁴⁹ Quoted from 1979 Oral History Interview, 56.

⁵⁰ Quoted from 1979 Oral History Interview, 56.

bad deal so we went down (back to the hardware store) and complained and got our two dollars and fifty cents back.”⁵¹

Dougherty pursued social activities in college with the same zeal he had in high school. With his college roommate he joined a local fraternity, known then as the Baron’s Club. The fraternity later became Alpha Tau Omega, originally founded in 1865 at the Virginia Military Institute. Dougherty enjoyed the fellowship of a fraternity and soon became president of the Alpha Tau Omega Western Kentucky chapter.

Academically, he preferred the English courses taught by Professor Ann Richards.⁵² The professor introduced Dougherty to Shakespeare and “*King Richard II*” became his favorite of the playwright’s works. He grew fond of a passage from the play that references hard work and being grateful for the things one has. Dougherty adopted it as his life mantra: “*My lord, wise men ne’er sit and wail their woes.*”⁵³

Dougherty’s love of music became his main source of income in college. Other friends, like Billy Vaughn, also enrolled at Western Kentucky after high school, and Russell decided to get the dance band going again. He became the manager and primary decision-maker of a group that included such performers as Dinah Shore. For all four years of undergraduate school, and later for three years of law school, managing the dance band was Dougherty’s primary focus outside of academics. “I really paid my way through the university and through law school playing and managing a dance band, playing trumpet...it kept me busy day and night, going to school, working the band, handling all the administration, hiring and firing, playing and arranging...so it really was sort of a super little management job, and I enjoyed it.”⁵⁴ Due to the time required to manage the dance band, Dougherty resigned from the Kentucky

⁵¹ Quoted from 1979 Oral History Interview, 56.

⁵² Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁵³ Quoted from 1979 Oral History Interview, 369.

⁵⁴ Quoted from 1979 Oral History Interview, 34.

National Guard for good, now holding the rank of corporal, effective December 11, 1939.⁵⁵

Russell also met a special young woman at Western Kentucky. Geralee Dell Shaaber was two years younger than Dougherty and enjoyed music as much as he did. She was a talented singer who had previously won a prize for writing and singing a radio advertisement jingle. Gerry was an attractive woman, with green-hazel eyes and long, auburn-brown hair. Some thought she looked like Lauren Bacall.⁵⁶ She was already in a relationship when the two first met, but Russell persisted in his attraction to Gerry, and they soon became a couple.

Dougherty graduated from college in 1941 and felt ready to take the next step in his goal to be an attorney. The inspiration to become a lawyer was Judge Clyde Latimer, who lived next door to the Dougherty family in Glasgow. One of the judge's sons, Dick, was a friend of Russell and subsequently played the saxophone in the dance band through their high school and college years together. The judge and his wife often visited Ewell and Bess, spending many evenings conversing on the front porch. No individual made more of an impression on Russell in pursuing a legal career than the judge. "Judge Latimer was a strong influence in my life."⁵⁷

Dougherty sought the judge's counsel on where to attend law school. Both agreed that the University of Louisville seemed logical. A professor of Dougherty's, Professor Orndorf, learned of his desire to attend law school. Orndorf told Russell he worked previously for a government agency in Washington, D. C. that provided a tuition subsidy for its employees to attend George Washington University Law School. As an informal campus recruiter, Orndorf could help with the employment paperwork. Dougherty never contemplated seriously living far from Glasgow. He was excited, though, at the possibility of attending law school in such a dynamic city as Washington, D. C.

⁵⁵ Officer Military Record.

⁵⁶ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁵⁷ Quoted from 1979 Oral History Interview, 46.

Almost offhandedly, he asked Orndorf which agency. The professor then told Dougherty all he knew about the Federal Bureau of Investigation (FBI).

Established in 1908 as the Bureau of Investigation, the FBI was perhaps the foremost law enforcement agency in the country by 1941. Its director, J. Edgar Hoover, led pursuits of high-profile criminals during the 1930s, such as John Dillinger, Bonnie Parker, and Clyde Barrow. War was ongoing in both Europe and Asia and there were national security concerns the FBI was trying to monitor within the United States.

Dougherty moved to Washington, D. C. in July after graduating from Western Kentucky State College with a degree in English. A friend offered him a room in the home of an aunt and uncle on Q Street in Georgetown. Settled with his living arrangements, he officially started work with the FBI in September 1941. He was assigned to Division 5, responsible for Alien Control and Espionage, with Agent Bill Cleveland as his supervisor. Dougherty's duties were administrative in nature, rather than those of a special agent, yet there was much to keep him busy. "Yes, there was a lot (of espionage spying going on). It (Division 5) was a busy division."⁵⁸

He quickly became enamored with the FBI culture and started to consider a career with the Bureau. In an interview years later, Dougherty was asked if he would have stayed with the FBI as a career if not for World War Two. "I think so. I was very taken with the FBI. I thought it was everything I stood for...accepting at face value some of their later things that have come out, I still believe that. I think it is a great outfit."⁵⁹

One of Dougherty's most significant memories during his time with the FBI was when he was requested to go down the street to pick up a hamburger for Mr. Hoover. He retrieved the meal from a local diner and hand-delivered it to the director in his office. Years later, he told family members how struck he was to see how young Hoover was at the time.⁶⁰ He worked for the Bureau

⁵⁸ Quoted from 1979 Oral History Interview, 68.

⁵⁹ Quoted from 1979 Oral History Interview, 68.

⁶⁰ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

during the day, followed by night classes at George Washington University Law School. The summer and fall of 1941 was a very productive time for Dougherty.

December 7, 1941 started no differently from any other Sunday in Washington, D. C. By late afternoon, though, people were crowding around radio sets to hear reports of military action in the Pacific. The news then became clear. The Japanese had launched a surprise attack at dawn against the U.S. fleet anchored at Pearl Harbor, Hawaii. Japanese attacks were raging against numerous other Pacific outposts. Thousands of Americans were already dead. The Navy and Army were crippled. Any sense of isolation in world affairs that America enjoyed up to that time ended. The country, and the world, would never be the same.

Ewell Dougherty had initiated a very special conversation with his oldest son before Russell departed Glasgow for Washington, D. C. in the summer of 1941. Like most Americans, Ewell listened each day to the radio, and stayed informed on current events. He understood war was raging in Europe and Asia and he was not confident the United States could avoid becoming involved. His employment status was frozen in 1917 by the federal government. Not serving in the war continued to gnaw at him through the subsequent years and he shared his sentiments with his son. "All my life it has been of concern to me that I wasn't in the military in World War I. You are going to Washington to work in the Federal Bureau of Investigation...I don't know how or when, but we may well get into a shooting war. If we do, they are going to freeze the fellows in the FBI, too important...you are going to have to make a decision very rapidly as to what you want to do."⁶¹

Dougherty recalled the words of his father on the evening of December 7. The next morning, he took a bus from downtown Washington, and crossed the Potomac River to Bolling Field. Upon reaching the military installation, he was directed to the first building on the right once passing through the entrance

⁶¹ Quoted from 1979 Oral History Interview, 2.

gate. There was already a line of volunteers waiting. Russell E. Dougherty was officially enlisted into the Army Air Corps Aviation Cadet Program that afternoon.

Ewell Dougherty was finally able to get a phone call through to his son on the evening of December 9. "Son, it has happened. Have you been thinking about what you are going to do?" "I sure did, Dad. Yesterday I went down and joined the Aviation Cadets at Bolling Field." "I'm glad you made that decision."⁶²

Dougherty submitted his resignation to the FBI so he could serve his nation at war, and officially left the Bureau in January 1942. Several weeks later, in February, J. Edgar Hoover froze the status of all FBI employees for the duration of the war. Ewell Dougherty had been correct.

Dougherty traveled to Maxwell Field in Montgomery, Alabama in January, 1942 to begin training as an aviation cadet, but was turned away upon arrival. Thousands of Americans were enlisting to support the war effort, and Maxwell Field had already reached its training capacity when Dougherty arrived. "People were stacked up out there...down there where base ops is now, all along the hangar line. Out to the street were rows of tents. And Gunter was nothing but a tent camp."⁶³

He returned home to Glasgow and spent time with Gerry. After three weeks in Kentucky, he traveled back to Washington, D. C. to await orders sending him back to Maxwell Field. While waiting, Dougherty went through a series of aviation aptitude tests, physical examinations, and administrative processing. On April 4, 1942 he was notified by the Army Air Corps to proceed back to Maxwell Field. He departed Washington by train on April 11 and arrived in Montgomery the next day. He was originally billeted at Gunter Field, before moving to Maxwell Field on April 22.⁶⁴

⁶² Quoted from 1979 Oral History Interview, 3.

⁶³ Quoted from 1979 Oral History Interview, 71.

⁶⁴ Quoted from Interview with Mr. Tom Parks, April 3, 2014.

The next day, Dougherty started a 13-month aviation cadet training program as a member of Pre-Flight Cadet Class 1943-A. He became friends with one of his traveling companions on the train from Washington. Tom A. Parks, known simply as 'Tap' due to his initials, was originally from Georgia. The two spent flight training near one another and their new friendship lasted the rest of their lives.

Dougherty was attracted to aviation because of the new technology it represented and its potential in the new war. "The main thing is it just seemed to be the way to get the most involved and in the most interesting fashion."⁶⁵ His father, Ewell, was attracted to the railroad for similar reasons 30 years before. Dougherty had flown previously, but never took lessons. "I had had a couple of rides in a Cub, once in a trimotor Fokker, a couple of biplanes around the pasture. I had never taken any flying lessons but enjoyed it immensely."⁶⁶

He quickly became comfortable with the military training environment, enduring the marching and extensive physical conditioning, while excelling at the actual flying portion of training. "I don't think I was another Jimmy Doolittle, but I didn't have any trouble. I did very well in flying school."⁶⁷

Pre-Flight Cadet Class 1943-A graduated in late May. Dougherty and Tap then boarded a train from Maxwell Field bound for Arcadia, Florida. On August 6, 1942 they started Primary Pilot Training Cadet Class 1943-B at Carlstrom Field. Training went quickly and they graduated on October 5. The two cadets then traveled to Bainbridge Field, Georgia to begin the advanced pilot phase of their aviation training program.⁶⁸

Ewell Dougherty visited Russell on October 17, 1942.⁶⁹ Ewell told Russell how proud he was of what he was doing and showed a particular interest in the technology of military aviation. Russell eagerly shared with his

⁶⁵ Quoted from 1979 Oral History Interview, 70.

⁶⁶ Quoted from 1979 Oral History Interview, 70.

⁶⁷ Quoted from 1979 Oral History Interview, 69.

⁶⁸ Quoted from Interview with Mr. Tom Parks, April 3, 2014.

⁶⁹ Quoted from Interview with Mr. Tom Parks, April 3, 2014.

father the nature of their training and the intricacies of the aircraft they flew each day. Ewell stayed for the weekend and then boarded a train back to Glasgow. It was the final time father and son saw each other. Ewell died of a heart attack several weeks later on November 27. He was just 57 years old. Dougherty was granted 20 days of leave to return to Glasgow, where he comforted Bess, and assisted in final arrangements for Ewell. As a result, Dougherty was forced to sacrifice continuing on with his aviation training class. He moved into a training class behind his original class. Tap continued on without his best friend.

Dougherty completed the primary and advanced portions of his aviation training program, still at Bainbridge Field, several weeks later in January 1943. He then traveled to Columbus, Mississippi as a member of Multi-Engine Advanced Cadet Class 1943-C. Shortly after arrival, he was asked which type of aircraft, multi-engine bomber or single-engine fighter, he preferred to be assigned to once aviation training was complete. Dougherty dedicated much time previously thinking about the type of pilot he wanted to be. He knew he had performed well enough in aviation training to receive his first choice of aircraft type, and submitted his decision the next day. "I really never was interested particularly in being a fighter pilot. I always wanted to be a bomber pilot. I wanted the crew experience."⁷⁰ He requested the B-17 Flying Fortress and waited.

Dougherty hoped to lead a bomber crew into combat and viewed it as important to get as close to the action as possible. He was confident that a well trained bomber crew could inflict great damage on the enemy. The sentiment was shared by one of Dougherty's new friends at Columbus, a fellow aviation cadet named David C. Jones. Several weeks later, Dougherty was informed of his next assignment. He was to remain at Columbus as an instructor pilot. Others in his class prepared to deploy overseas to support combat operations.

⁷⁰ Quoted from 1979 Oral History Interview, 72.

The aviation cadets of Class 1943-C graduated on March 25, 1943.⁷¹ Dougherty had completed a rigorous flight training program and was now wearing the gold bars of a second lieutenant. He was greatly disappointed not to deploy right away to support operations overseas but was confident he would eventually have the opportunity. He was granted leave, and returned to Glasgow to see his family and, more importantly, Gerry.

Gerry Shaaber was born in Louisville on January 29, 1922 and grew up as the fifth of six children. Four of her siblings were girls. Dougherty always enjoyed the anticipation of ringing the doorbell when he visited her at home. "There was always a different pretty girl coming to open the door!"⁷² Gerry was a business student at Western Kentucky and became involved in Dougherty's dance band. Dougherty was attracted almost immediately. "Russ Dougherty was head over heels in love with Gerry Shaaber."⁷³

Their religious denominations represented an issue. The Doughertys were Methodist and the Shaabers were Presbyterian. Bess Dougherty would not give her approval for the relationship between the young couple. Gerry's parents, though, approved. Not wanting their relationship to be hindered by his wartime service, Dougherty offered to become a Presbyterian, and proposed to Gerry. She accepted, and the couple was married on April 26, 1943 in front of the fireplace in the Shaaber home on Lexington Road in Louisville.⁷⁴

Gerry accompanied Russell back to Columbus, Mississippi after the wedding. They were only in Columbus for two months when Dougherty received orders transferring him to Stuttgart, Arkansas. The Air Corps was opening a flight school and instructor pilots were needed to train new cadets. A daughter, Diane, was born there on June 7, 1944.

The Doughertys were in Arkansas for a year, when Russell again received new orders, transferring him to another flight school at Freeman Field in

⁷¹ Officer Military Record.

⁷² Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁷³ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁷⁴ Quoted from Interview with Mrs. Dede Ralston, March 21, 2014.

Seymour, Indiana. After just several months at Freeman Field, Dougherty's original request to be assigned to B-17 operations was approved. He immediately transferred to Lockbourne Field, which later became Rickenbacker International Airport, near Columbus, Ohio. Dougherty was confident he would finally get to fly a bomber into combat. Upon completing the ten-week B-17 training program, though, his aspirations were thwarted. He was to remain at Lockbourne, as an instructor pilot, yet again.

Some of Dougherty's friends, though, were now experiencing combat overseas. Tap Parks was assigned to the B-17 after aviation training. Upon qualification training in the Flying Fortress, he deployed overseas, and was assigned to the 339th Bombardment Squadron, 96th Bomb Group, at Snetterton Heath, located about 100 miles northeast of London. Tap was shot down over Bremen, Germany on November 29, 1943 while piloting his ninth bombing mission. The heavy bomber was disabled by a fierce combination of anti-aircraft fire from below and German fighter sweeps from above. Tap ordered the crew to bail out, ensured everyone was safely out of the aircraft, and bailed out himself. Captured by German troops upon landing, he was taken prisoner, and sent to Stalag Luft I north of Berlin. He and his entire crew survived, but spent the remainder of the war as prisoners until liberated by the Allies on May 13, 1945.⁷⁵

Dougherty was promoted to first lieutenant on June 27, 1944.⁷⁶ A new aircraft, the B-29 Superfortress, became operational and the Air Corps was looking for pilots to fly it. A minimum requirement was 1,500 hours flying the B-17. Dougherty already surpassed this amount and requested a transfer to the B-29. Unlike his initial request to fly the B-17, the request to fly the B-29 was quickly approved.

He moved once again to Maxwell Field, Alabama to start initial B-29 qualification training. The Superfortress required a crew of 11 airmen. The six-week initial qualification program applied only to the pilot, co-pilot, flight

⁷⁵ Quoted from Interview with Mr. Tom Parks, April 3, 2014.

⁷⁶ Officer Military Record.

engineer, and navigator. The four airmen then transferred to MacDill Field, Florida. Here, they teamed with the aircraft gunners and bombardier to form a single crew, and started three months of B-29 phase training. The new bombardier in this case was already experienced in the Superfortress and Dougherty was grateful to have him as part of his crew. "My bombardier was one of the most experienced bombardiers in the Air Force...he was good. I was confident we would have completely destroyed the Japanese end of the Axis. He was the best bombardier. We won all the awards at MacDill."⁷⁷ The bombardier, Ernie, known later as 'Tennessee' Ernie Ford who would become a recording artist and television star, remained a lifelong friend to Dougherty.

Fate again intervened to prevent him from leading men into harm's way. The atomic bombings of Hiroshima and Nagasaki, on August 6 and 9, 1945 respectively, forced the unconditional surrender of the Japanese on August 15. The formal surrender was signed onboard the battleship USS *Missouri*, anchored in Tokyo Bay, on September 2. The Second World War was over and First Lieutenant Russell E. Dougherty had never been in combat.

Millions of Americans were serving in the military at the end of 1945 and most were about to be discharged. Dougherty had to decide between remaining in the military and returning to civilian life. He was only 24 years of age but had accomplished a great deal: college graduate, dance band leader, and former FBI employee. He was among the first to volunteer to serve his nation during wartime after the attack on Pearl Harbor. Although he never realized his goal of serving in combat, he learned to fly two of the most iconic aircraft of the Second World War, the B-17 and the B-29. He was close friends with Billy Vaughn, Tap Parks, David Jones, and Ernie Ford. He lost his father but not before knowing how proud Ewell was of him. He was a husband to Gerry and a father to Diane. 1945 was coming to a close and Russell E. Dougherty was about to embark upon the next significant chapter of his life.

⁷⁷ Quoted from 1979 Oral History Interview, 75.

Chapter 3

The Cold War

Well, here we go, kids, off on another one of life's great adventures.

The Dougherty family preparing for another move

First Lieutenant Russell Dougherty transitioned in December 1945 from a military mobilized for war. The Dougherty family settled into a small apartment in Saint Matthews, Kentucky. "By this time, I had a wife and baby. We got a little apartment...and just worked like a dog but made it."¹ He started law school classes at the University of Louisville, intent on pursuing a life as a Kentucky lawyer, although he was not attracted to the political aspects of such a career. "As a Kentucky lawyer, you have to be involved in politics. There is hardly a way you can escape it...that really didn't appeal to me very much. It didn't repel me. It just didn't appeal to me."²

He joined a Reserve unit based at Godman Field at Fort Knox that same month. It was a challenging time for such a move. Millions of service members were demobilizing from active military units and returning to their home communities. "The Reserve was not very well organized. It was just sort of pandemonium then. It was in a terrible state of flux."³ Lieutenant Colonel Robert H. Ottman was the operations officer at Godman Field and was Dougherty's instructor pilot during B-29 training.⁴ He helped Dougherty secure a Reserve position, at which time Dougherty was able to resume proficiency flying.

Dougherty enjoyed the military camaraderie during the war. He was now happy to be part of the Reserves in peacetime but was inclined to pursue a military career only "if I were given a Regular commission."⁵ Dougherty's original commission in 1943 was as a Reserve officer rather than a Regular

¹ Quoted from 1979 Oral History Interview, 84.

² Quoted from 1979 Oral History Interview, 85.

³ Quoted from 1979 Oral History Interview, 84.

⁴ Quoted from 1979 Oral History Interview, 84.

⁵ Quoted from 1979 Oral History Interview, 84.

officer. Reserve commissions were temporary in nature and lacked the sense of permanence that came with Regular commissions. Dougherty decided to apply for a Regular commission in January 1946.⁶

He also put his old dance band back together. Dick Latimer, son of Judge Clyde Latimer, also attended law school with Dougherty and was available to resume playing his saxophone. Another old band mate, Brent Logan, served as an Air Corps captain during the war and was starting medical school at Louisville. He was interested and the three started performing together again. For additional income, Dougherty took a part-time job with the Hooper Holmes Bureau as an insurance claims investigator.⁷ He also requested a refund of retirement contributions he made during his employment with the FBI. He received a letter from the Bureau dated January 26, 1946 informing him the refund was being processed according to his wishes. The letter concluded with a personal message. "I wish to take this opportunity to extend to you my best wishes for success in your school work."⁸ Handwritten in blue ink was the personal signature of Dougherty's former boss, J. Edgar Hoover.

Being married to Gerry brought a sense of clarity to Dougherty's worldview. Becoming a father to Diane, now known simply as Dede, further sharpened his outlook. Dede was 18-months old when the Dougherty family returned to Kentucky. She was healthy, happy, and loved. But the family soon encountered a significant emotional dilemma that forever altered the path of the Dougherty family, and Russell E. Dougherty in particular.

Dede became ill in early 1946. She never experienced any health issues before but was now suffering the effects of a severe fever. Russ and Gerry did not have a dedicated family doctor and no one was available to examine Dede. "I didn't know what she had but I knew she was a very sick little girl. My wife and I started out one evening trying to get a doctor and get her admitted into a

⁶ Quoted from 1979 Oral History Interview, 84.

⁷ Quoted from 1979 Oral History Interview, 84.

⁸ Letter from J. Edgar Hoover, January 26, 1946.

hospital. Nobody would take her. She was no doctor's patient. She hadn't been sick. There hadn't been a thing in the world wrong with her. We didn't have any money. We couldn't go to doctors and things like that."⁹

Dougherty remembered there was a hospital at Fort Knox. He was now a Reservist, though, and no longer an active duty military officer. He questioned whether Dede would be cared for at a military hospital but decided there was no other option. "I was terrified. She was about 105 degrees, just burning up. I bundled her up, put her in the car, and drove her 30 miles and took her to Fort Knox. They put her in the hospital. I don't know whether they are supposed to do that or not...but they did."¹⁰

Dede was admitted into the intensive care unit and placed in an oxygen tent for treatment and diagnosis. Russ and Gerry found a room in a guest house near the Fort Knox officer's club. Doctors determined Dede had pneumonia and began to treat her condition. The staff informed Russ and Gerry that Dede likely would have died if her condition had gone untreated. Such an outcome, combined with Dougherty's simmering perception that his home community had turned its back on his little girl, was more than he was willing to tolerate. He announced a decision to Gerry several days later when Dede was released from the hospital and the family was driving home to Louisville. "Well, that's it. I have decided where we are going. If it's offered (a Regular officer commission), I am going to take it."¹¹

Dougherty was unable to reconcile what he viewed as the failure of the Louisville community to care for his daughter when she was in need. "My baby had a tremendous fever, not just a fever."¹² What he did reconcile, with the clarity of an agonizing father watching over his helpless little girl, was the military community had supported him and his family when his beloved Kentucky community had not. Such clarity stood the test of time. Dougherty's

⁹ Quoted from 1979 Oral History Interview, 86.

¹⁰ Quoted from 1979 Oral History Interview, 87.

¹¹ Quoted from 1979 Oral History Interview, 87.

¹² Quoted from 1979 Oral History Interview, 87.

words trailed off years later when he attempted to express how Dede's illness was the catalyst in his decision to forego a career as an attorney. "I decided that if this town and my hometown can't take care of my daughter..."¹³

Early 1946 was a demanding time for Dougherty. He had a full load of law school classes. He joined the local chapter of Lambda Chi Alpha, a social fraternity at the University of Louisville, and became chapter president. He also joined Phi Alpha Delta, a legal fraternity, and served as chapter secretary. The dance band was playing several nights a week. Most importantly, Dede was healing nicely after her bout with pneumonia. Dougherty realized there was only so much time available in a single day, and his part-time job with the Hooper Holmes Bureau became victim to his many responsibilities. Investigating insurance claims could not compete with all of his other requirements, and he submitted his resignation in June.

After a year of waiting, Dougherty was notified on January 28, 1947¹⁴ by Western Union telegram his application for a Regular officer commission was approved. Since Dede's illness, he very much wanted a Regular commission and the opportunity to return to active duty. He was less than a year from finishing law school but the Army Air Force wanted him to report in 15 days to Wright-Patterson Field, Ohio to begin active duty. Law school was always an important goal for Dougherty. He curtailed his law school studies after Pearl Harbor and he preferred not to do the same now with just a matter of months remaining in his curriculum.

Dougherty responded with a telegram of his own stating his intention to accept the Regular commission. He followed with a letter on February 5, 1947. "I am thrilled and honored to learn of my selection and shall at all times strive to improve myself as a gentleman and an officer in order to be a credit to the organization and reputation of the Regular Army."¹⁵

¹³ Quoted from 1979 Oral History Interview, 87.

¹⁴ Western Union Telegram, January 28, 1947.

¹⁵ Letter to Department of the Army, February 5, 1947.

He requested a waiver to delay his active duty reporting date until after his law school studies were complete. The matter reached Colonel Lloyd P. Hopwood at Air University at Maxwell Field, where Dougherty first reported for aviation cadet training in 1942. Hopwood felt he needed more details and arranged for Dougherty to travel once again to Montgomery, Alabama so the two could meet in person. Hopwood supported Dougherty's intentions. "You just stay in school...I will work it out so that you can get an active duty referral reporting date after you finish."¹⁶ Dougherty returned to Louisville and continued his studies. His situation was resolved when he was notified by Air University on September 19, 1947 in a letter that contained just two sentences. "Dear Lt. Dougherty: You will remain in school to complete your course. We are scheduling you for graduation on 30 January 1948".¹⁷ The U. S. Air Force had been established the day before the letter, September 18, as a separate and equal service.

Some in the Louisville community were disappointed with his decision to pursue a military career. For instance, Judge Clyde Latimer had long mentored Dougherty on a law career. Dougherty was confident in his abilities as a future attorney. "I would've been successful as a lawyer in private practice."¹⁸ Others took a harsh stance on Dougherty's decision. The law school dean, Absalom Chisholm Russell, summoned Dougherty to his office and offered his assessment of Dougherty's decision. "You don't have any future."¹⁹

First Lieutenant Dougherty reported for active duty at Standiford Field, Kentucky on February 17, 1948.²⁰ The location is present day Louisville International Airport. He was assigned upon arrival as the operations officer for the 416th Troop Carrier Wing. Dougherty qualified as an instructor pilot in the wing's AT-6 and C-45 aircraft and certified newly assigned pilots. He was

¹⁶ Quoted from 1979 Oral History Interview, 67.

¹⁷ Letter from Air University, September 19, 1947.

¹⁸ Quoted from 1979 Oral History Interview, 131.

¹⁹ Quoted from 1979 Oral History Interview, 86.

²⁰ Officer Military Record.

also charged with establishing a new Reserve unit. He contacted unit members to verify their residences, established duty rosters, and drafted drill schedules. With the approval of the wing leadership, he suggested names of those to serve as the commander and operations officer of the new unit. In addition to his military duties, he used his lunch time to study for the bar exam. Passing the bar would make him eligible to appear in front of a judge as a lawfully recognized officer of the court.

No one was prepared, though, for what happened on a sunny afternoon that spring at Standiford Field. Mechanics were working on aircraft in hangars. Aircraft were being readied on the flight ramp. Airmen were moving all around with a sense of purpose when a low rumbling was heard in the distance. It grew louder and more menacing when suddenly 25 North American P-51 Mustangs streaked low and fast over the airfield. The fighters were brand new, flown straight from the factory in Kansas City. The Mustangs were allocated to the Kentucky National Guard without anyone at Standiford Field knowing about it. The aircraft landed one at a time and parked in a long, single line on the flight ramp.

The P-51 is one of the most beautiful aircraft to ever fly, graced with sleek and alluring lines. The supercharged Rolls Royce Merlin engine delivers nearly 1,500 horsepower and emits a distinctive tone immediately recognizable to any aircraft aficionado. The six fifty-caliber Browning machine guns hold nearly 2,000 rounds with which to inflict destruction upon an enemy in combat. Most importantly, the P-51's drop tanks offered it the extra range needed to escort American long-range bombers across Europe during World War Two. The Air Corps' doctrinal belief that 'the bomber will always get through' was sorely tested in 1942 and 1943. Bomber losses reached critical levels. The Mustang helped turn the tide by escorting bomb raids and engaging German fighters so the bombers could press forward to hit their targets.

Dougherty had never flown a P-51 and was impressed with what he saw. "I sat there and looked at those things and looked at those things and looked at

those things.”²¹ Twenty-five brand new Mustangs gleaming in the afternoon sun. Everything about them was perfect. Dougherty could no longer delay his impulses. “I finally got this old sergeant line chief over there. He and I did a walkaround and figured out how to crank one of them up...I read the tech orders and away I went...the next thing I know I’m a self-made P-51 pilot.”²²

He scheduled himself to take the bar exam in May 1948 and found out several weeks later he passed.²³ He was now Russell E. Dougherty, Esquire. He was proud to complete the journey he embarked on at George Washington University in the fall of 1941. He was also promoted to captain on July 1, 1948.²⁴ The Air Force now wanted to capitalize on his legal training and informed him of his transfer to the Pacific island of Guam to serve in the judge advocate general’s office. Dougherty handed operations officer responsibilities to his friend from aviation cadet training, David C. Jones, on September 25²⁵ and prepared to move overseas.

Dougherty was assigned as assistant judge advocate general for the Twentieth Air Force at Guam, subordinate to the Far East Air Forces (FEAF) headquartered in Japan. His supervisor was Lieutenant Colonel Adrian W. Tolen.²⁶ After several months of orientation regarding the intricacies of the military justice system in comparison to the civil justice system, he became the judge advocate for the 19th Bomb Wing also on Guam. His dual status as a rated pilot and as a judge advocate allowed him the flexibility to fly B-29s when his legal duties did not interfere.

Life on the island had its drawbacks. “Guam was tough in those days. We had rapes, killings.”²⁷ The Ruth Farnsworth case deeply affected Dougherty. Farnsworth was a 27-year-old civil servant on Guam. She served

²¹ Quoted from 1979 Oral History Interview, 89.

²² Quoted from 1979 Oral History Interview, 89.

²³ Officer Military Record.

²⁴ Officer Military Record.

²⁵ Officer Military Record.

²⁶ Quoted from 1979 Oral History Interview, 90.

²⁷ Quoted from 1979 Oral History Interview, 92.

in the Women's Army Corps during World War Two and was now working on the island with her sister. Together, they volunteered as missionaries with local children in their spare time. Farnsworth had only several months left on Guam. She was scheduled to marry her fiancé', an active duty Marine sergeant, in San Francisco in May 1949 but disappeared on December 11, 1948. She was found deep in the jungle two days later, beaten and raped. Her jaw was shattered. She died at the hospital that afternoon.

Dougherty served as an investigating officer. Three Airmen were eventually charged with Farnsworth's death. Based on the severity of the crime, the government chose to try the case as a capital crime and pursued the death penalty. All three Airmen were convicted and sentenced to death. Rather than bring justice to the memory of Ruth Farnsworth, the case instead triggered a civil rights storm. Farnsworth was white. Her alleged assailants were black. Racial tensions in the military were already high, with President Truman desegregating the military in July 1948 several months prior to Farnsworth's death. The three convictions were appealed up the judicial and executive chain to President Truman, who upheld the convictions. Two of the Airmen were then hanged on Guam.²⁸ The death sentence of the third Airman was commuted to life in prison.²⁹

Whether it was the gruesome nature of what happened to Ruth Farnsworth, or the scrutiny of a death penalty case brewing with the undercurrents of racial tension, Dougherty grew disenchanted with Guam. "It was a very, very turbulent period. Then the island was a rough place. There wasn't enough to do. There were too many people to do what there was to do. Guam was on a beer-and-taxicab economy."³⁰

Gerry became sick as well. She was forced to have surgery for a growth on her ovaries immediately before the family departed Louisville. The procedure caused her to remain in Kentucky until early 1949 before she and

²⁸ Quoted from 1979 Oral History Interview, 93.

²⁹ Quoted from 1979 Oral History Interview, 93.

³⁰ Quoted from 1979 Oral History Interview, 93.

Dede joined Dougherty. Gerry developed a severe lung infection caused by the coral dust on the island soon after arriving, and the condition caused her to be hospitalized for two months. She was exhausted from treatment and fearful that Dede, having previously suffered pneumonia, might also be susceptible to harm from the coral dust.

Dougherty requested a transfer to FEAF Headquarters in Japan. The family moved to Tokyo in April 1950 and Dougherty was assigned as the FEAF Assistant Staff Judge Advocate under Major General Moody R. Tidwell, Jr.³¹ In Japan, Dougherty experienced the military justice system from a headquarters perspective as he worked to put the Farnsworth case behind him. The improved climate also helped Gerry who remained weak after her lung infection.

The Doughertys were happy in Japan until a new war erupted. North Korean troops stormed across the 38th Parallel on June 25, 1950 and raced south, overtaking South Korean and United Nations (UN) positions. A UN counterattack under the command of American General of the Army Douglas MacArthur forced the North Koreans back to their side of the 38th Parallel. Chinese troops entered hostilities allied with the North Koreans in October.

Dougherty's role as a judge advocate was suspended and he rushed into his other role as a pilot. "During the Korean War, we involuntarily recalled something like 54,000--I forget the number--pilots and navigators. We had not involuntarily recalled one lawyer."³² Wounded personnel had to be evacuated from the Korean peninsula. Supplies had to be ferried from Japan into the war zone. He flew numerous missions to transfer personnel and material as needed. Dougherty finally had the chance to fly into harm's way in a combat zone, but it was not at the controls of a B-17 or a B-29 as he had hoped for during World War Two. Captain Dougherty instead accumulated 29 combat hours flying C-47 transports into and out of the theater of operations.³³ When

³¹ Quoted from 1979 Oral History Interview, 94.

³² Quoted from 1979 Oral History Interview, 102.

³³ Military Officer Record, Flight Records.

not flying missions, he augmented the Intelligence division under Brigadier General Charles Y. Banfill.³⁴ He was promoted to major on February 5, 1951.³⁵

Dougherty was shocked by the sudden onset of the Korean War. “Of course, the war started out as a disaster. This gave me a ready experience that I have drawn on over the years. The lack of preparedness for combat and what it does to you. It was chaos. Even with the best efforts of people, the force had become atrophied.”³⁶

The lessons learned at the start of the Korean War represented a formative experience for Dougherty. He resented the stigma of an unprepared U. S. military and often ruminated on the critical importance of consistent readiness for conflict. Such planning was important to the country at large, but especially to those in the military who would have to fight on behalf of national objectives. Dougherty perhaps did not fully realize it in 1950, but he was already mentally processing the conceptual foundation of a national policy of deterrence against potential adversaries, and the role of the U. S. military in such a policy.

The Korean War continued through 1951. Dougherty’s brother, Robert also graduated from the University of Louisville and was now a Navy ensign. His destroyer made a port call in Tokyo Bay in March after several months of supporting operations near Korea, and the brothers were able to visit with each other for the first time in two years. The reunion of two brothers, both serving as military officers during wartime, was covered by the Daytona Beach Morning Journal under the headline “Reunion In The Far East”, and pictured Russ, Robert, Gerry, and Dede in the living room of Dougherty’s Tokyo home.³⁷

Dougherty requested a transfer back to the 19th Bomb Wing so he could fly combat missions in the B-29 but was denied. Instead, he was transferred to Wright-Patterson Air Force Base (AFB) near Dayton, Ohio in August and

³⁴ Quoted from 1979 Oral History Interview, 98.

³⁵ Officer Military Record.

³⁶ Quoted from 1979 Oral History Interview, 116.

³⁷ “Reunion In The Far East.” *Daytona Beach Morning Journal*, 23 March 1951.

became the Chief of the Appeals and Litigation Division. His dual status as a rated pilot and as a judge advocate was now in jeopardy. Major General Reginald C. Harmon became the first Judge Advocate General of the Air Force in 1948. He established a policy in 1952 barring judge advocates from simultaneously performing aeronautical duties. Dougherty believed Harmon's new policy was the reason his request to return to B-29 duty was denied. "The reason it got turned down was because the Judge Advocate General decided if you are going to be a judge advocate you are going to be a judge advocate and you couldn't have one foot in the cockpit and one foot in the courtroom."³⁸

Dougherty was incensed. He believed his ability to serve as a rated pilot only enhanced his perspective when dealing with military justice cases. "We had a golden opportunity there in the Air Force in manning its Judge Advocate General Department where we had a large number of people who had been in the heartline of the business all during World War Two who were navigators, who were bombardiers, who were pilots, and who understood the heartline of the Air Force business but now as qualified lawyers."³⁹

Harmon showed no indication he was willing to negotiate. "This became a very emotional issue for him."⁴⁰ Dougherty informed Gerry he was prepared to leave the Air Force if he could no longer fly as a result of the new policy. Seeing no other option, Dougherty received permission from his boss, Major General Tidwell, to bring the issue to the attention of Lieutenant General Laurence S. Kuter, the Air Force Deputy Chief of Staff for Personnel at the Air Staff in Washington, D. C. An appointment for Dougherty to meet with Kuter in his Pentagon office was arranged by Kuter's executive officer, who had worked previously with Dougherty on Guam. Kuter was forced to rush to a new appointment, though, and explained to Dougherty he could reschedule for the next day. Dougherty noted he was unable to stay in Washington for an

³⁸ Quoted from 1979 Oral History Interview, 99.

³⁹ Quoted from 1979 Oral History Interview, 100.

⁴⁰ Quoted from 1979 Oral History Interview, 106.

extra day, so Kuter asked Dougherty to walk with him and explain his situation.

The officers entered an elevator down the hall. In the amount of time it took for the elevator to descend four levels, Dougherty outlined what was happening in the Judge Advocate Corps. He offered statistics of rated officers involuntarily recalled to active duty to support combat operations in Korea, versus the number of lawyers involuntarily recalled. He summed up his presentation when the elevator door opened. "Here we are removing from flying status on the premise of their having to be judge advocates, several hundred highly experienced pilots and navigators, many in firstline equipment."⁴¹

Dougherty later referred to this as his first 'elevator speech' and it was effective. Kuter turned to his executive officer and announced his guidance. "This seems to be a personnel problem and not just a judge advocate problem. We had better get into it."⁴² Subsequent action on the part of the Air Force Deputy Chief of Staff for Personnel was swift. Kuter was not going to attempt to overturn Harmon's policy, nor would he allow the Air Force to lose rated officers to the judge advocate corps. Officers in a predicament similar to Dougherty were given a choice. They could either continue their careers in the judge advocate corps or they could transition to rated operations. They could not, however, continue to do both as previously practiced.

Dougherty, along with 133 others,⁴³ chose to put the judge advocate corps behind him in favor of serving in rated operations. Dougherty was pleased with Kuter's involvement but Harmon was livid. He resented judge advocates that also spent time flying, and now he was forced to deal with losing more than 100 of his lawyers to the flying community. Dougherty remained unapologetic. "General Harmon and I have seen each other over the years, and he knows that I think he made a terrible mistake."⁴⁴

⁴¹ Quoted from 1979 Oral History Interview, 102.

⁴² Quoted from 1979 Oral History Interview, 102.

⁴³ Quoted from 1979 Oral History Interview, 102.

⁴⁴ Quoted from 1979 Oral History Interview, 104.

1952 was coming to an end. Dougherty wrapped up his legal cases at Wright-Patterson AFB in preparation for a transfer to an operational unit. Twin sons, Mark and Bryant, had been born at the base hospital a year previously on November 18, 1951. Dede was now eight years old. The impending New Year saw the Doughertys move from the lush pastures of Ohio to the desert vistas of Arizona.

Dougherty started in 1953 a six-year track of leadership assignments in operational units, either as operations officer or as squadron commander. The family moved to Davis-Monthan AFB in Tucson, Arizona in January and Dougherty was first assigned as operations officer for the 303rd Refueling Squadron in June. He again completed B-29 combat crew training and also qualified as a KC-97 pilot. Dougherty was promoted to lieutenant colonel on June 1, 1953.⁴⁵ A cease-fire in Korea was signed in July 1953.

The commander of the 303rd Bomb Wing, Colonel John K. Hester, sensed something unique about Dougherty. After just four months, Hester pulled Dougherty from the operations officer billet and made him commander of the 303rd Armament and Electronics Squadron in October.⁴⁶ Hester was taking a risk. First, Dougherty was new to the operations community. He was a fully qualified pilot but his true background was that of the judge advocate corps. Second, the 303rd Bomb Wing was Dougherty's first assignment in Strategic Air Command (SAC) and he was an unknown quantity in SAC circles. Hester had little room to experiment in a bomb wing that was in a perpetual state of wartime readiness as demanded from its commander, General Curtis E. LeMay, in SAC Headquarters at Offutt AFB, Nebraska.

Dougherty firmly believed in the 'peace through strength' mindset embodied by SAC. He viewed the deterrent capability of SAC as a positive attribute in the wake of what he perceived as American military atrophy at the start of the Korean War. "It was after Korea...that we made a conscious decision in this country through a consensus of people that could act that we

⁴⁵ Officer Military Record.

⁴⁶ Quoted from Officer Effectiveness Report, June 1954.

wouldn't let our military drop into that situation again. I was so privileged to be associated with SAC in those days because General LeMay wasn't going to let that happen."⁴⁷

Hester wrote Dougherty's officer effectiveness report (OER) in June 1954. The OER was Dougherty's first as a squadron commander. Hester had eight months to observe what was happening in the 303rd Armament and Electronics Squadron and was pleased with his decision to make Dougherty commander. "Colonel Dougherty is not technically trained, yet he has gained a sound knowledge of the maintenance problems by personal study and observation."⁴⁸ Dougherty's natural ability to interact with others also became apparent and was now documented for the first time in an OER. "He does know people and is a natural leader...he can call each of his many supervisors by name and introduces them, explaining their functions, responsibilities and problems in general terms, then allowing the individual to explain in more detail."⁴⁹ Public manners and social grace were instilled in Dougherty by his parents and were also noticed by his superiors. "Here is an outstanding officer in every respect. Always a gentlemen, neatly dressed in uniform or civilian clothes, his straight-forwardness and honest manner create an excellent first impression which improves with further association."⁵⁰

Dougherty remained squadron commander until July 1954. He then attended B-47 pilot qualification training and was named Chief of Operations for the 303rd Bomb Wing in October. Colonel Ira V. Matthews replaced Hester as wing commander. Matthews was just as impressed as Hester when he wrote Dougherty's OER in April 1955. "One of his most important assets is an unusually effective ability to work in close harmony with his associates. This trait inspires an extremely high degree of loyalty from his subordinates."⁵¹

⁴⁷ Quoted from 1979 Oral History Interview, 117.

⁴⁸ Quoted from Officer Effectiveness Report, June 1954.

⁴⁹ Quoted from Officer Effectiveness Report, June 1954.

⁵⁰ Quoted from Officer Effectiveness Report, June 1954.

⁵¹ Quoted from Officer Effectiveness Report, April 1955.

Matthews followed the precedent set by Hester. After just seven months as the wing chief of operations, Matthews made Dougherty a squadron commander for the second time. Dougherty assumed command of the 358th Bombardment Squadron, a B-47 unit at Davis-Monthan, in May 1955.⁵² The opportunity represented the culmination of all that Dougherty hoped for since starting aviation cadet training in 1942. Then, he simply wanted the chance to fly a single bomber into combat. Now he was in command of an entire strategic bombing squadron, and Dougherty wasted no time. Historically, the 358th consistently ranked near the bottom in terms of accumulated flying hours per month. Perhaps motivated by the military atrophy he perceived at the start of the Korean War, Dougherty's new squadron flew more hours than any other flying unit assigned to the 303rd Bomb Wing during his first month as commander.⁵³

Dougherty's next OER was written in July 1956, 14 months after taking command of the 358th. The comments of his superiors followed the same trajectory as those in his last several OERs. The new 303rd Bomb Wing commander, Colonel D. W. Saunders, noted a significant improvement in the morale and demeanor of Dougherty's squadron. "Whereas formerly this squadron lacked spirit and a positive attitude, it now has these qualities...he (Dougherty) has given the officers and airmen of his squadron a feeling of confidence which they formerly lacked."⁵⁴ The sentiment was emphasized strongly by the endorsing officer, Brigadier General James V. Edmundson, commander of the 36th Air Division. "I consider Lt Colonel Dougherty to be the finest squadron commander in this Air Division and one of the very few truly outstanding officers I know. I recommend his promotion in advance of his contemporaries and consider him fully qualified for promotion to Colonel at this time, and would fight to retain him in this organization at that rank."⁵⁵

⁵² Officer Military Record.

⁵³ Quoted from Officer Effectiveness Report, July 1956.

⁵⁴ Quoted from Officer Effectiveness Report, July 1956.

⁵⁵ Quoted from Officer Effectiveness Report, July 1956.

Dougherty contributed significantly to the mission of the 303rd Bomb Wing during his three years at Davis-Monthan. He served as operations officer of a refueling squadron; commander of an armament and electronics squadron; and as chief of wing operations. His second tour as a squadron commander, this time leading a B-47 unit, allowed him to implement his beliefs on readiness and deterrence observed in the Korean War. His natural ability to work harmoniously with superiors, peers, and subordinates alike was noticed. In particular, he exhibited a deft talent to inspire and motivate those he was responsible for leading. Dougherty concluded his duties at Davis-Monthan AFB in July 1956 and prepared for his next assignment.

March AFB is located in southern California near Riverside. It was home to the Fifteenth Air Force, a numbered air force subordinate to SAC, when the Dougherty family arrived in August 1956. Dougherty initially assumed duties as operations staff officer. He was then promoted to colonel on April 29, 1957⁵⁶ and appointed Chief, Operations Division in July. He was shocked by the Soviet launch of Sputnik, an unmanned satellite orbiting the earth, in October. "I remember the same thing that everybody remembers, the shock at the progress of Soviet technology. There was a tremendous amount of disbelief the Soviets could do things like this."⁵⁷

Sputnik sent shock waves through the American defense establishment, and SAC in particular. It seemed logical if the Soviets could launch a satellite into orbit, they could also launch nuclear intercontinental ballistic missiles against the United States. It was more important than ever that a credible and survivable deterrent capability remain in a constant state of readiness. LeMay became Air Force Vice Chief of Staff in July and was replaced at SAC by General Thomas S. Power, who pursued concepts to maintain SAC forces in a constant state of readiness. SAC bombers assumed alert duty and were ready to launch with little notice if directed.⁵⁸ Missiles in silos across the northern

⁵⁶ Officer Military Record.

⁵⁷ Quoted from 1979 Oral History Interview, 264.

⁵⁸ Quoted from Interview with Maj Gen Chris Adams, April 22, 2014.

United States were manned and ready for launch.⁵⁹ Dougherty witnessed these developments from his perspective at Fifteenth Air Force, and was able to discern the root cause. “Sputnik probably accelerated it.”⁶⁰

Dougherty was named Fifteenth Air Force Deputy Director of Operations in December 1957.⁶¹ He continued making strong impressions on his superiors by the time his OER was written in July 1958 by Colonel E. F. Arnold, Fifteenth Air Force Director of Operations. For the first time, the capacity for Dougherty to serve effectively as a general officer is subtly referenced. “Colonel Dougherty is occupying the authorized position of Colonel...I consider his growth potential to be absolutely unlimited. His future assignments should be carefully considered to utilize fully this valuable potential.”⁶²

He again became chief of the operations division after his July 1958 OER. Dougherty was always a dedicated learner, but he now displayed a strong commitment to intellectual growth. Perhaps because of the repercussions from Sputnik, Dougherty became a voracious reader of politics, military history, and strategy. This dynamic was referenced in his next OER, written by Colonel Roger M. Crow, Fifteenth Air Force Director of Operations, in July 1959. “Colonel Dougherty is an avid reader and a keen student of geopolitics. He stays abreast of all events of national and international import, maintaining a fully conversant knowledge and familiarity with developments of political and military significance.”⁶³

Dougherty believed in the necessary strength of the United States in a bipolar global system with the Soviet Union. Such strength, he believed, must be manifested not only in an adequate deterrent capability but also in the national will of a populace. “A nation that has the worldwide responsibilities we do and faces a buildup such as the Soviets have perpetuated since World

⁵⁹ Quoted from Interview with Maj Gen Chris Adams, April 22, 2014.

⁶⁰ Quoted from 1979 Oral History Interview, 265.

⁶¹ Officer Military Record.

⁶² Quoted from Officer Effectiveness Report, July 1958.

⁶³ Quoted from Officer Effectiveness Report, July 1959.

War Two and that finds itself at the confluence in history where there isn't anybody else to stand up to them except us, that lets its military atrophy, just can't expect much of it."⁶⁴

By the end of the 1950s, and based on the U. S. experience in Korea, he also began to form thoughts on the wisdom of pursuing limited wars overseas with limited means and for limited objectives. "I don't think this nation can successfully prosecute campaigns at remote distances with no apparent threat to the people (at home)."⁶⁵ His sentiments would be tested ten years hence by American involvement in yet another war in Asia. As with his perceptions on military operations during Korea, Dougherty would not fully grasp the strategic realities of the new war, or of the purpose for military operations to be conducted so as to satisfy political objectives, even if limited in nature.

The 1950s were also an important time for some of Dougherty's closest friends. Dinah Shore, a singer in Dougherty's college band, signed a one million dollar recording contract in 1950, equivalent to ten million dollars in 2014. She released the hit single, "*My Heart Cries for You*" in 1951. Billy Vaughn, Dougherty's childhood friend, established his own record company in 1954 and formed a new band. "*Melody of Love*" was released that same year and sold over one million copies. 'Tennessee' Ernie Ford, Dougherty's former B-29 bombardier in World War Two, released the single, "*Sixteen Tons*" in 1955. The song spent ten weeks at number one on the record charts and made him an international sensation.

Dougherty spent three years with the Fifteenth Air Force at March AFB. He served as operations staff officer; twice as chief of the operations division; and as deputy director of operations. He previously honed his interpersonal skills and leadership abilities at Davis-Monthan. At March, he pursued intellectual growth and attempted to derive greater meaning from his responsibilities as a senior military officer. His next assignment forever altered his strategic mindset.

⁶⁴ Quoted from 1979 Oral History Interview, 117.

⁶⁵ Quoted from 1979 Oral History Interview, 119.

The National War College is located on Fort McNair in Washington, D. C. Its purpose is to broadly educate senior military officers on the political-military affairs they would deal with as future flag officers. Dougherty started the war college in August 1959 with his old friend, David C. Jones. The selection of both officers to attend the war college was part of an initiative by General Curtis E. LeMay, who still served as Air Force Vice Chief of Staff. LeMay historically emphasized operational assignments as the critical foundation of an officer's professional development. Since becoming Vice Chief of Staff in 1957, however, he came to acknowledge the importance of selecting officers with high potential to attend institutions such as the National War College. Dougherty agreed with LeMay's perspective. "I think in Washington he began to begrudgingly recognize that there was a lot to this War College routine and that SAC had better catch up fast."⁶⁶

Dougherty spent his year at the war college studying the U. S. nuclear strategy of massive retaliation. Conceived in 1954 by Secretary of State John Foster Dulles, massive retaliation emphasized an overwhelming, even disproportionate, U. S. nuclear response to counter any similar Soviet act. It became the fundamental nuclear policy of the Eisenhower administration. Dougherty titled his thesis "*Massive Retaliation as a Deterrent in an Era of Nuclear Plenty*"⁶⁷ and traced the origins of massive retaliation to the policy of containment immediately after World War Two. He posited the U. S. had two options when considering the future purpose and structure of its nuclear force. The first was a passive retaliatory force, relying primarily on a minimum number of accurate missiles and a small number of bombers. The second was an active retaliatory force emphasizing a robust inventory of both missiles and bombers, which offered the executive branch maximum flexibility to include preemptive options. A passive force, he wrote, lacked political credibility but was more affordable from a budgetary perspective. An active retaliatory force

⁶⁶ Quoted from 1979 Oral History Interview, 282.

⁶⁷ Quoted from National War College thesis, March 16, 1960.

maximized political credibility, yet could be viewed as cost prohibitive.

“Though I recognize the important elements of expense involved in maintaining an ‘active’ deterrent force, I am unable to reconcile the essential element of ‘credibility’ with a minimum, or passive, retaliatory force. Should the retaliatory force lack credibility it is...ineffective as a deterrent, thus failing to serve our national policies and capable only of lashing out in revenge.”⁶⁸

Dougherty concluded his thesis with a viewpoint on the relevance of a policy of massive retaliation in contemporary affairs. “While the strategy was adopted early in the 1950’s by choice, it must be maintained in the 1960’s as a necessity...the essence of the strategy is the credibility of the force supporting it, and the operating fact of this credibility is possession of the power to make good the threat. Thus, the indispensable elements of power and credibility.”⁶⁹

He also acknowledged the potential risk of miscalculation in the age of nuclear weapons. “The challenge of the future is to prevent inroads that diminish or obscure this power and resolve; thus, diminishing our chances for survival. The primary effect of modern technology and ‘nuclear plenty’ is to emphasize the lessened margin for error in our decisions and actions.”⁷⁰

Dougherty’s thesis was largely influenced by the writings of Bernard Brodie. A former Yale professor, Brodie was employed as a strategist by the Rand Corporation when he published his seminal, “*Strategy in the Missile Age*” in 1959 just as Dougherty was starting the war college. The book offered a framework for deterrence strategy in the nuclear era resulting from what he believed was the rejection of a national strategy of preventive war. Brodie acknowledged that deterrence could fail. Thus, dominance in any subsequent nuclear exchange with the Soviets is predicated by surviving a first strike from nuclear weapons, and continuing to project power through second strike capabilities. Dougherty embraced this concept in his thesis, and later when leading SAC. “Our continued possession of modern, strong and superior

⁶⁸ Quoted from National War College thesis, March 16, 1960.

⁶⁹ Quoted from National War College thesis, March 16, 1960.

⁷⁰ Quoted from National War College thesis, March 16, 1960.

retaliatory forces insures credibility, gives the United States control of the power balance, and thus provides us with a choice in retaliatory responses.”⁷¹

Graduation from the National War College was on June 9, 1960. He and Dave Jones reported for duty the next day at the Air Staff. Dougherty was assigned as a planning and programming officer in the Joint Plans Branch and relied heavily on the education he received at the war college. His OER in November, written by Colonel James S. Kale, Chief of the Joint Plans Branch, reflected his intellectual growth. “Colonel Dougherty displays an unusual capacity for relating and translating national policy and objectives into military policy, strategy and objectives.”⁷² Dougherty himself was grateful for the opportunity to attend the war college. “It is the greatest professional year I had in 39 years...I have used the lessons I learned there every day...no professional school, in my judgment, could have been more pointed, more useful, more timely, and right on target in every respect.”⁷³

Dougherty became Assistant Director of Plans for Joint Matters on the Air Staff in April 1961.⁷⁴ His primary duty was to serve as an Air Staff representative to the National Security Council staff at the White House. His talents were noted in his 1962 OER written by Major General John W. Carpenter, III, Deputy Director of Plans. “Colonel Dougherty has the initiative, motivation and intelligence required of those officers who should represent the Air Force in top levels of staff and command...Col Dougherty should be promoted to general officer at the earliest possible date. He has the educational, command and staff experience which qualify him for general officer duties.”⁷⁵ His 1963 OER, written by Lieutenant General David A. Burchinal, Deputy Chief of Staff for Plans and Operations, echoed similar assessments. “I can state without reservation that Colonel Dougherty

⁷¹ “Responsibility, enthusiasm, heritage make up SAC”, *Air Pulse*, August 2, 1974.

⁷² Quoted from Officer Effectiveness Report, November 1960.

⁷³ Quoted in 1979 Oral History Interview, 283.

⁷⁴ Officer Military Record.

⁷⁵ Quoted in Officer Effectiveness Report, April 1962.

continues to be one of the most brilliant, capable and versatile Air Force officers I have ever known...Colonel Dougherty is qualified above all other Colonels I know for immediate promotion to the temporary grade of Brigadier General. I urge that he be so promoted at the earliest opportunity.”⁷⁶

His position on the Air Staff allowed Dougherty to view the interaction of civil-military relations that were part of the curriculum at the National War College. In particular, he noted specific differences between the Eisenhower and Kennedy administrations. Dougherty was apolitical as a military officer, yet observed generational nuances between the two presidents and their advisers. For example, Dougherty felt the Eisenhower administration reflected the personality of its former senior military commander. “It was a very orderly administration in many respects...everybody sort of knew where they stood.”⁷⁷ On the other hand, he believed the Kennedy administration reflected a dynamic ideology the previous administration had not possessed, yet lacked an initial sense of purpose and direction. “The Kennedy administration came in as a very multifaceted administration. It wasn’t of a single mind. There was a lot of change for change’s sake.”⁷⁸

One such change was to move away from the nuclear strategy of massive retaliation. The new administration and its Secretary of Defense, Robert S. McNamara, were skeptical of the previous administration’s perceived heavy reliance on nuclear weapons during times of conflict. Technology improved since the early 1950s, resulting in more accurate weapons and the ability to engage the Soviets across a full spectrum of military options with both nuclear and conventional weapons. McNamara believed the constraining mindset of massive retaliation did not offer adequate options for the president to consider during times of crisis. The Kennedy administration therefore discarded massive retaliation in April 1961 and adopted a policy of flexible response. Its

⁷⁶ Quoted in Officer Effectiveness Report, February 1963.

⁷⁷ Quoted from 1979 Oral History Interview, 182.

⁷⁸ Quoted from 1979 Oral History Interview, 185.

emphasis on maximizing options available to the executive branch echoed what Dougherty wrote in his 1960 thesis at the National War College.

Dougherty believed the new administration was misrepresenting massive retaliation to the American public. The policy as formulated in the 1950s was rooted in basic economics, and Eisenhower understood the country had to make a budgetary choice. Nuclear weapons held the potential for immense destructive power but were inexpensive, whereas a robust conventional force was much more expensive. Eisenhower sensed correctly the American public was prepared to tolerate only a finite amount of money toward defense. Nuclear weapons offered the most potential without the prohibitive costs associated with a strong conventional force. Such was the conclusion reached by the 'New Look' assessment of defense strategy conducted in 1953, and codified in National Security Council Document 162/2. Dougherty agreed. "I think General Eisenhower almost intuitively knew that the nation wouldn't pay the price tag of having the conceptual degree and diversity of force that a lot of people thought we needed."⁷⁹

The review of defense strategy in the 1950s favored the Air Force. The ability of the U. S. to project strategic power, specifically against the Soviet Union, was a national priority that benefitted the Air Force in general and SAC in particular. The majority of annual defense expenditures at the time were allocated to the Air Force and SAC to maintain strategic superiority over the Soviet Union. Ironically, this priority likely impeded the Air Force's capabilities in Korea with which Dougherty previously took issue. It was not necessarily an atrophy of inherent capability that hindered Air Force operations at the start of the Korean War. It was instead an institutional focus by the Air Force to prioritize the strategic mission embodied by SAC, and at the cost of tactical capabilities that came to highlight operations in Korea.

Eisenhower also questioned the rationality of potential nuclear destruction after witnessing the carnage in Europe during World War Two. He

⁷⁹ Quoted from 1979 Oral History Interview, 190.

ultimately positioned his administration to maintain a dominant military capability against the Soviet Union, while simultaneously protecting the dexterity to steer conflicts as needed and evade the specter of nuclear war.⁸⁰ His vice president, Richard Nixon, was also contemplating at this time the future of U. S. foreign policy initiatives that would focus on direct diplomatic engagement with potential adversaries.

The prevailing mindset, though, of the new administration in 1961 was their predecessors hawkishly gave preference to nuclear weapons without first assessing the compassionate value of the judicious application of conventional weapons during times of crisis. The morality of a policy of massive retaliation was questioned by former Army Chief of Staff General Maxwell D. Taylor in his 1960 book, *"The Uncertain Trumpet"*. The book became a favorite of Kennedy, who relied heavily on Taylor's counsel as the policy of flexible response evolved. Dougherty countered Taylor's assertion in his book that nuclear weapons are no substitute for conventional weapons. "It sure is if you are willing to use"⁸¹ them.

Dougherty interacted regularly with the staff at SAC Headquarters at Offutt AFB. General Thomas S. Power replaced LeMay as commander of SAC in 1957 when LeMay became Air Force Vice Chief of Staff. Stories of how Power treated members of his staff, and especially those briefing him, were legend. Colonel Ira V. Matthews, Dougherty's wing commander at Davis-Monthan AFB, was physically chased out of an office by Power during a briefing Matthews attempted to give the general. Power ordered Matthews to find another job anywhere but in SAC. Matthews went to see Dougherty at the Pentagon. "You have got to help me get a job. I was ordered to come up here and get the hell out of SAC."⁸² Dougherty contacted a friend in Personnel on behalf of Matthews. "He really says he wants to get a job as far away from that

⁸⁰ Campbell Craig, *Destroying the Village: Eisenhower and Thermonuclear War*, (New York, NY: Columbia University Press, 1998), X.

⁸¹ Quoted from 1979 Oral History Interview, 191.

⁸² Quoted from 1979 Oral History Interview, 272.

command (SAC) as he can get, and he is ordered to do that by General Power. What have you got?"⁸³ Dougherty was informed the furthest available job from SAC Headquarters was the air attaché position in Laos. He relayed the information to Matthews. "I'll take it."⁸⁴

Dougherty never met Power until he was instructed to go to Offutt and give a presentation to the SAC commander with his friend, Colonel Dave Jones. The two colonels were each going to brief a portion of the presentation to Power. Jones went first. Dougherty never got the chance to speak. "Dave Jones was trying to convince General Power we had to go low, and General Power wasn't buying. To get to the bottom line very quickly, we rolled up our briefing charts and got the hell out of there after being just badgered to the point of inhuman treatment...he would try to belittle you...make fun of you."⁸⁵

If there was only one individual Dougherty ever felt contempt for during the course of his military career, it was Thomas Power. "I had disgust for some of his people tendencies. He was tough to the point of being mean. The reflection that I had of General Power was that he was almost a sadist with regard to people. Certainly, he was a creature of the old school that time had passed by. He was not a modern man in his relationship with people...I didn't like him. He did some things to some friends of mine that were sadistic."⁸⁶ Always the gentleman, though, Dougherty found a way to see the positive traits in a man whose personality he otherwise found unattractive. "I had great respect for some of his judgments with regard to the big issues of mission and mission orientation and implementation...he certainly had some brilliant ideas and he executed them brilliantly."⁸⁷

The Air Force General Officer Board selected Dougherty and 18 others for promotion to brigadier general in 1963. He was promoted on January 6,

⁸³ Quoted from 1979 Oral History Interview, 272.

⁸⁴ Quoted from 1979 Oral History Interview, 272.

⁸⁵ Quoted from 1979 Oral History Interview, 271.

⁸⁶ Quoted from 1979 Oral History Interview, 270.

⁸⁷ Quoted from 1979 Oral History Interview, 270.

1964.⁸⁸ It was customary for general officers to be issued a sidearm in recognition of achieving flag rank. New general officers could choose either a .38-caliber revolver or a nine-millimeter semiautomatic. Dougherty was left-handed and desired a weapon that would eject shell casings away from him when fired. He therefore requested a customized nine-millimeter Model 39 semiautomatic from the Smith and Wesson firearms company. Such a modification for left-handed shooters was common and Dougherty took possession of the weapon several months later.

Dougherty flew T-33s from Andrews AFB near Washington to maintain his flying proficiency. Dave Jones was also recently promoted to brigadier general and the two often flew together. An aircraft mishap in March 1964 almost killed him. Dougherty was flying a T-33 with another friend, Colonel Bob Weir, on a Saturday morning. Weir sat in the front seat of the cockpit, Dougherty sat in the rear seat. The two flew the jet to Warner-Robbins AFB in Georgia where they refueled and ate lunch. During the return flight to Andrews, the aircraft experienced a plenum chamber fire at 30,000 feet.

Both cockpits immediately filled with smoke. Fearing the aircraft would explode at any instant, they initiated the ejection sequence. The T-33 had just been modified with a new model ejection seat that was tested in a laboratory but never used in an actual ejection. Dougherty and Weir were briefed on it prior to their departure from Andrews. The ejection sequence required the pilot in the rear seat of the cockpit to eject first. If the pilot in the front seat ejected first, the rocket engine under the seat would incinerate the pilot in the rear seat.⁸⁹

Dougherty pulled the ejection ring on his seat. The rocket engine under him ignited and launched him out of the aircraft. The T-33 was still flying at over 200 miles per hour and the force of the ejection ripped Dougherty's helmet from his head.⁹⁰ His parachute opened automatically at 14,000 feet. He was

⁸⁸ Officer Military Record.

⁸⁹ Quoted from 1979 Oral History Interview, 25.

⁹⁰ Quoted from 1979 Oral History Interview, 25.

then forced to maneuver around electrical power lines as he drifted down near some woods on the border between South and North Carolina.

Bone was protruding from both of Dougherty's arms and he was bleeding profusely. A local resident and his wife saw the two pilots descend and rushed to their aid. The wife turned out to be a nurse and she tore strips from the dress she was wearing to stop Dougherty's bleeding. Weir landed in a tree and had to be cut down. The force of the ejection broke his back and pelvis.⁹¹ It was determined that Dougherty's arms were broken on the sides of the cockpit as he exited the aircraft. He was fortunate they were not completely severed.⁹²

Both pilots were eventually transferred to Andrews AFB. Weir spent the better part of the next year in the hospital. Dougherty was hospitalized for six weeks during which time both elbows were reconstructed and skin grafts performed on both arms. He carried the scars with him for the rest of his life. Dougherty vowed never to eject from a military aircraft again. "If I do anymore bailing out, it will be stepping over the side. It won't be going out in an ejection seat."⁹³ He also bought a new dress and mailed it to the nurse who ruined her own dress in her efforts to aid him and his friend.⁹⁴

Dougherty still had one arm in a cast but was healed enough to accept his next assignment several months later. He and his family moved to Camp des Loges, France in July 1964 where Dougherty became the Deputy Director of Plans under the J-3 Operations Directorate. The assignment lasted for one year and the family returned to Washington in August 1965. Dougherty then became Director of the European Region in the Office of the Secretary of Defense at the Pentagon and was promoted to major general on November 1, 1966. He was transferred in July 1967 to become the Director of Plans and Policy under the J-5 Directorate at Vaihingen, Germany. The assignment

⁹¹ Quoted from 1979 Oral History Interview, 27.

⁹² Quoted from 1979 Oral History Interview, 29.

⁹³ Quoted from 1979 Oral History Interview, 30.

⁹⁴ Quoted from 1979 Oral History Interview, 28.

lasted for two years and he returned to the Pentagon to become the Assistant Deputy Chief of Staff for Plans and Operations on the Air Staff in August 1969.

The moves became so frequent that Dougherty came up with a jingle to entertain Dede, Mark, and Bryant as the family departed one assignment for a new one. “Well, here we go, kids, off on another one of life’s great adventures.”⁹⁵

Nearly half a million U. S. troops were stationed in Vietnam by 1969. The war there altered the American psyche during the 1960s, resulting in social unrest, public riots, and large demonstrations. The Tet Offensive in January became a strategic victory for the North Vietnamese government. President Lyndon Johnson, weary from the toll the war was taking on the American people, chose not to run for reelection. Richard Nixon was elected in 1968 and inaugurated as the new American president in 1969.

Dougherty never served in Vietnam. His assignments after 1960 were on the Air Staff and in the Office of the Secretary of Defense and while not serving directly in combat, he did observe how American policies related to fighting in Vietnam were formulated in Washington. Like many of his generation, Dougherty remembered the lessons of Korea and the pitfalls of fighting limited wars with limited means and for limited objectives. He disagreed with the policy of gradualism that defined the Vietnam War up to that point. “It was a constant on-and-off thing. We would draw a little blood, and then it would stop. Then they would compensate for it. Then we would go back and draw a little more blood, and then we would stop. I don't think we ever did it right.”⁹⁶

He also questioned the wisdom of target selection being done from Washington rather than by those with the best perspective of the battlefield. “The target selection was done right back here by John McNaughton (Assistant Secretary of Defense for International Security Affairs) and a handful that went over across the river every morning and sort of picked out the targets. It continued for several years like that...the military had never done anything like

⁹⁵ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁹⁶ Quoted from 1979 Oral History Interview, 205.

this before. It was beyond our conception that we would get involved in a major war of interdiction and not be able to make the target selection on a recurring basis. I think that was beyond anybody's wildest imagination of how a war might evolve.”⁹⁷

As in Korea, by the late 1960s the Air Force was challenged by the type of war that came to personify Vietnam. Dougherty offered a frank assessment. “The Air Force was not very well prepared at all. We had not prepared for this kind of war.”⁹⁸ He followed with interest the status of B-52 operations. He was curious what affect the policy of gradualism, combined with target selections made from Washington, had on the combat effectiveness of the SAC bombers. “I had some correspondence with some friends of mine that we were probably going to set bombardment back a whole generation if we didn't select worthy targets and make them count. I thought we would lose more B-52s than we did. I just couldn't imagine losing a B-52 and a crew without making the target worthwhile. Maybe one of the reasons we didn't lose more B-52s than we did was because we didn't go after worthwhile targets. I just wish we could have chosen the targets more wisely. We blew up a lot of jungle.”⁹⁹

The 1972 Linebacker operations against North Vietnam were more consistent with Dougherty's beliefs in terms of properly selecting targets to achieve desired strategic effects. President Johnson halted the bombing of North Vietnamese targets in November 1968. Now frustrated with the sluggish peace process, President Nixon approved the Linebacker operations to accelerate negotiations with the North Vietnamese and finally bring an end to the war. Linebacker I occurred from May to October, followed by Linebacker II in December. Nixon had high hopes for the strategic bombing campaign. “The bastards have never been bombed like they're going to be bombed this time.”¹⁰⁰

⁹⁷ Quoted from 1979 Oral History Interview, 206.

⁹⁸ Quoted from 1979 Oral History Interview, 227.

⁹⁹ Quoted from 1979 Oral History Interview, 214.

¹⁰⁰ Millett and Maslowski, 593.

Linebacker I was an interdiction mission conducted by the Air Force and Navy against the transportation, materials, and supply infrastructure of North Vietnam. Linebacker II was conducted almost exclusively by SAC B-52 bombers against targets of strategic importance in Hanoi and Haiphong. Population centers themselves were not targeted in either Linebacker operation. The effects of Linebacker were exactly what Nixon hoped for. “Linebacker I ruined North Vietnam’s economy, paralyzed its transportation system, reduced imports by 80 percent, and exhausted its air defenses. For the first time, the Air Force escaped important operational restrictions...”¹⁰¹

Linebacker II was even more devastating for the North Vietnamese. SAC had 402 B-52s in 1972 and half that number were committed to Linebacker II alone.¹⁰² The bombers dropped more than 20,000 tons of bombs during an 11-day period at a cost of 15 B-52s and their crews.¹⁰³ Neither the Soviet Union nor the Chinese came to the aid of North Vietnam. The peace process was renewed and led to the cessation of U. S. combat involvement in Vietnam in 1973, followed by Nixon’s declaration of “Peace with honor.”

Dougherty was pleased with what he perceived as the Air Force finally having the opportunity to demonstrate its full potential in Vietnam. “For many reasons, I think one of the proudest moments of the United States was that Linebacker operation. That demonstrated to a lot of people what you can do with that kind of bombing if you have worthwhile targets for it.”¹⁰⁴ The sense of fulfillment was not enough to compensate for the gradual escalation of force that was a hallmark of American involvement in Vietnam. Nor did it prevent the subsequent North Vietnamese defeat of South Vietnam in 1975 after U. S.

¹⁰¹ Millett and Maslowski, 593.

¹⁰² J. C. Hopkins, *The Development of the Strategic Air Command, 1946-1986: The Fortieth Anniversary History*, (Ann Arbor, MI: University of Michigan, 1986), 177.

¹⁰³ Millett and Maslowski, 593.

¹⁰⁴ Quoted from 1979 Oral History Interview, 214.

forces had left the country. “We did a superficial job, an important job, but we didn’t finish it. That’s the gradualism that has marked the whole campaign.”¹⁰⁵

What Dougherty never acknowledged about Vietnam was the political prerogative for how to conduct a war. He possessed a keen intellect but failed to recognize the underlying geopolitical rationale for how and why operations in both Korea and Vietnam occurred. His relatively junior role during the Korean War probably precluded his noting the geopolitical realities that existed at the time. His status as an Air Force general officer by the late 1960s most certainly should have better illuminated his strategic perspectives. President Johnson followed a policy of gradualism at the start of American involvement in Vietnam so as not to risk a larger conflict with either the Soviet Union or China.¹⁰⁶ President Nixon initially adhered to a similar policy when he was inaugurated in 1969.¹⁰⁷ It was the subsequent diplomatic isolation, though, of North Vietnam from the Soviet Union and China that allowed Nixon the flexibility, by 1972, to approve the decisive Linebacker operations.¹⁰⁸

Dougherty also misread the overarching political objectives of the Linebacker operations. He concluded the Air Force realized its full potential against North Vietnam when political restraints in Washington were lifted, thus validating strategic bombing as a political tool, as well as the fundamental tenets of Air Force strategic bombing doctrine. This was an inaccurate characterization. Both Johnson and Nixon possessed preconceived notions of what air power could achieve when applied to the political constraints of a limited war such as that in Vietnam.¹⁰⁹ An evolving geopolitical landscape eventually offered Nixon more latitude than that available to Johnson. By the time of the Linebacker operations, the target of coercion was as much South

¹⁰⁵ Quoted from 1979 Oral History Interview, 215.

¹⁰⁶ Mark Clodfelter, *The Limits Of Air Power*, (Lincoln, NE: University of Nebraska Press, 2006), 117.

¹⁰⁷ Clodfelter, 147.

¹⁰⁸ Stephen R. Randolph, *Powerful and Brutal Weapons: Nixon, Kissinger, and the Easter Offensive*, (Cambridge, MA: Harvard University Press, 2007), 335.

¹⁰⁹ Clodfelter, 118.

Vietnam as North Vietnam, as viewed by Dougherty.¹¹⁰ The intent of the Linebacker operations was not to deter North Vietnam, as Dougherty believed. Rather, Nixon conceived Linebacker as a narrow means to force an American withdrawal from Vietnam in such a way that did not abandon South Vietnam.¹¹¹ A tangential goal was to convince the South Vietnamese government the U. S. would remain committed to its cause upon the departure of American military troops.¹¹² Noting also that North Vietnamese strategy had changed by 1972 from largely a guerilla strategy, to one of conventional operations that were now vulnerable to conventional engagement, Nixon envisioned being able to compel the North Vietnamese government to accept political concessions.¹¹³ “During the Nixon years, Hanoi had shifted to a conventional offensive strategy, which required high volumes of logistics and reinforcements vulnerable to U. S. air attack.”¹¹⁴ Thus, Air Force capabilities during Linebacker continued to be restricted, rather than unhindered, in order to satisfy a limited diplomatic objective.¹¹⁵

Dougherty also held strong parochial views on how the other individual service branches employed air power assets and developed air power doctrine. For instance, he traveled to Vietnam at one point to assess air operations, and was not impressed when he visited a Marine Corps unit. “I went over there and visited the Marine air wing over at Da Nang. It was a ragtag operation...it sort of looked like ‘*Baa Baa Black Sheep*’ all over again. I was really surprised at the lack of professionalism that was evident in the way they were handling their equipment and their capability. There are very strong emotions about the Marine Corps, but to me their air organization is almost an anachronism...I don't know anything that the Marine Air Corps really can do that the Air Force

¹¹⁰ Clodfelter, 148.

¹¹¹ Clodfelter, 148.

¹¹² Clodfelter, 174.

¹¹³ Clodfelter, 173.

¹¹⁴ Robert A. Pape, *Bombing To Win: Air Power and Coercion in War*, (Ithaca, NY: Cornell University Press, 1996), 351.

¹¹⁵ Clodfelter, 174.

couldn't do and do as well or better, probably more efficiently...I think we have oversold the fact that you have to be a Marine in order to do close support for the Marines.”¹¹⁶ Dougherty still found a way to offer a gentlemanly compliment. “On the other hand, when it comes to a disciplined force, I think the Marine Corps is great. They have proved it many times over in history.”¹¹⁷

Dougherty was promoted to lieutenant general on February 6, 1970¹¹⁸ and became the Deputy Chief of Staff for Plans and Operations on the Air Staff. A Blue Ribbon Defense Panel in July issued its report to President Nixon and Secretary of Defense Melvin Laird. The panel was established in 1969 by Nixon to “study the entire organization, structure, and operation of the Department of Defense”¹¹⁹ and offer recommendations to enhance the deterrent capability of the defense establishment. One recommendation was to create a new unified command, called U. S. Strategic Command to consolidate the nuclear arsenals of the Air Force and Navy under one organization. The panel noted the current defense structure was better suited to service parochialism than national security. “The present combatant command structure does not facilitate the solution of many serious problems which materially affect the security of the nation. For example, recent advances in technology require much closer coordination...the present Unified Commands do not bring about unification of the Armed Forces, but rather are layered with Service component headquarters and large headquarters' staffs.”¹²⁰

A similar proposal was made in 1961 with U. S. Strike Command. Dougherty was an action officer on the Air Staff at the time and came to support the concept. The purpose of Strike Command was to maximize the deterrent potential of the U. S. military by fully integrating the offensive capabilities, conventional and nuclear, of the individual service branches under one unified command. Dougherty recognized an immediate potential for the

¹¹⁶ Quoted from 1979 Oral History Interview, 240.

¹¹⁷ Quoted from 1979 Oral History Interview, 240.

¹¹⁸ Officer Military Record.

¹¹⁹ Report of the Blue Ribbon Defense Panel, July 1, 1970, V.

¹²⁰ Report of the Blue Ribbon Defense Panel, July 1, 1970, 1.

Marine Corps in such an organization. “The whole command structure would have been a natural as a central focal point for identity with the Marine Corps.”¹²¹ The Air Force position, championed by General LeMay, favored establishing Strike Command, but was not supported by the other services and the concept died. Dougherty could not understand why the Marine Corps walked away from such an opportunity to showcase its contributions to national security, unless it was pressured by Navy leadership to do so. “Either the Navy wouldn't let them do it, or the Marine Corps didn't want to do it. I think they made a fatal mistake insofar as the future of the Marine Corps by not identifying and adopting the Strike Command concept as something for which the Marines were ideally suited.”¹²²

The Blue Ribbon Panel recommendation for a U. S. Strategic Command was supported by the Air Force but resisted by the other services, the Navy in particular.¹²³ The Navy recognized the dominant role of SAC in defense policy at the time, and the panel recommended SAC Headquarters at Offutt as the logical location to establish the new command. The Navy therefore had no interest to enter into a new unified command with the potential to subordinate Navy strategic capabilities to Air Force strategic capabilities. U. S. Strategic Command was not seriously discussed for another 20 years.

Dougherty was devoted to his family but also committed to his work. During his time on the Air Staff in the late 1960s, he often worked seven days a week, leaving home at 5:00 each morning and returning home at 10:30 each night.¹²⁴ Gerry was largely responsible for raising the kids. Because of his work hours, he rarely had the opportunity to enjoy dinner with his family. Gerry would instead warm up a hamburger for him when he came home at night.

¹²¹ Quoted from 1979 Oral History Interview, 250.

¹²² Quoted from 1979 Oral History Interview, 250.

¹²³ Quoted from 1979 Oral History Interview, 167.

¹²⁴ Quoted from 1979 Oral History Interview, 177.

Russ and Gerry had been married for 27 years by the time he was promoted to lieutenant general, yet Gerry decided to confront him as to his loyalties when he returned home one evening. "I was sitting there eating, and she was in her robe with her hair in rollers. She was staring at me so intently that I knew this wasn't a usual night. She said, 'I want to ask you a question, and I want a straight answer.' I said, 'Well, of course, honey. What's the problem?' She looked at me and said, 'Do you love your job more than you love me?' I said, 'Now, honey, it's apples and oranges.' She said, 'It may be apples and oranges to you, but it's my competition to me, and I want to know exactly where I stand.' I never did answer the question."¹²⁵

After graduating from the National War College, Dougherty was assigned to multiple senior staff and policy positions in the Pentagon and in Europe. He established himself in SAC during the 1950s with assignments to the 303rd Bomb Wing at Davis-Monthan AFB, Arizona followed by the Fifteenth Air Force at March AFB, California. He understood SAC from both an operational deterrent perspective and from an Air Staff policy perspective. Dougherty was the logical choice to take command of Second Air Force.

Dougherty was appointed commander of Second Air Force at Barksdale AFB, Louisiana on April 2, 1971.¹²⁶ Second Air Force was one of three numbered air forces under SAC. Dougherty became responsible for the daily readiness of nearly all bombers and missiles under SAC control, totaling approximately 1,100 aircraft and more than 1,000 Minuteman and Titan missiles. He took command from his old friend, Lieutenant General David C. Jones, who was on his way to become the vice commander of U. S. Air Forces in Europe.

The person most responsible for Dougherty's new job was Air Force Chief of Staff, General John D. Ryan.¹²⁷ The two first met at Fifteenth Air Force at March AFB when Dougherty was a lieutenant colonel and Ryan was a colonel.

¹²⁵ Quoted from 1979 Oral History Interview, 177.

¹²⁶ Officer Military Record.

¹²⁷ Quoted from 1979 Oral History Interview, 285.

Ryan himself commanded Second Air Force from 1961 to 1963, and was appointed Air Force Chief of Staff in August 1969 at the same time Dougherty returned from his Germany assignment. The two generals had interacted daily since then.

Dougherty's new aide was Captain Brett M. Dula who quickly caught on to the general's courteous disposition. "He was raised the Old Fashioned Way: be mannerly to EVERYBODY. Always. Without exception. He wore hats with his civilian attire. He tipped his hat to passing ladies! He was absolutely the most charming person in his interaction with seniors and juniors, alike."¹²⁸

Sadly, Dougherty's mother passed away several weeks after he took command of Second Air Force. Bess Dougherty maintained a strong sense of independence over the years since her husband Ewell died. She moved to Florida and continued driving long distances alone to visit friends and relatives. Ewell most certainly sensed the future potential that weekend in October 1942, when his aviation cadet son wore a khaki flight suit and educated him on the modern technology of military aviation. He never had the opportunity to see what Russell grew into but Bess did. She saw him grow from lieutenant to three-star general, and to see him take command of a combat organization as significant as Second Air Force. Bess Dougherty passed away on Mother's Day in 1971 at the age of 79.¹²⁹

Dougherty was recognized with a presidential award later that year. He was notified in September of his selection as one of 15 recipients of the annual Presidential Management Improvement Award. The award represents the "highest recognition for exceptional contributions to improved operating effectiveness and the reduction of costs within the executive branch."¹³⁰ Dougherty was the only Air Force recipient. An Army brigadier general and two Navy civilians were among the other recipients. Dougherty, accompanied by

¹²⁸ Quoted from Interview with Lt Gen Brett Dula, April 25, 2014.

¹²⁹ Quoted from 1979 Oral History Interview, 50.

¹³⁰ Fact Sheet, 1971 Presidential Management Improvement Award.

Gerry, received the award on October 18, 1971 at a formal banquet in the Presidential Ballroom of the Statler-Hilton Hotel in Washington, D. C.

Dougherty was only in command of Second Air Force for a year when General Ryan called on May 2, 1972 to inform him of a new assignment. "I am sending you to Europe as the Chief of Staff for SHAPE (Supreme Headquarters Allied Powers Europe) and promoting you to four stars."¹³¹ Dougherty perhaps assumed there was time to plan for the transition. "Great boss, when?" Ryan replied, "The day after tomorrow."¹³²

A fourth silver star was pinned to Dougherty's dress uniform on May 5, 1972.¹³³ He was now a full general in the United States Air Force. He spent the next two years at SHAPE working under Army General Andrew Goodpaster, Supreme Allied Commander, Europe. Dougherty assessed the efficacy of planning concepts such as Military Committee Document 14/3, which outlined the strategic defense of the North Atlantic Treaty Organization (NATO) region.¹³⁴ He also intuitively understood the importance of stable and effective relationships with coalition partners and diligently worked to sustain open and honest communication with European allies.

Dougherty brought Captain Dula with him as his aide from Second Air Force to SHAPE. "In three years as his aide, I NEVER SAW HIM MAD! Disappointed, yes – but he simply never showed anger. He ALWAYS held his composure – it was extraordinary."¹³⁵

On rare weekend afternoons away from his office, he enjoyed going shooting with friends from the NATO staff. He was never a hunter as his father was, but Dougherty enjoyed firearms. He still had the Smith and Wesson semiautomatic he received when promoted to brigadier general. He also bought two shotguns during his time at Second Air Force. One was a Winchester Model 1400 20-gauge shotgun for which he paid \$121 and the

¹³¹ Quoted from 1979 Oral History Interview, 285.

¹³² Quoted from 1979 Oral History Interview, 285.

¹³³ Officer Military Record.

¹³⁴ North Atlantic Military Committee Document 14/3, January 16, 1968.

¹³⁵ Quoted from Interview with Lt Gen Brett Dula, April 25, 2014.

other was a Winchester Model 101 12-gauge shotgun for which he paid \$205.¹³⁶ He became enamored with a Browning Superposed 12-gauge shotgun one day at a Browning dealer in Belgium. Dougherty decided to pay \$650 for one in 1973,¹³⁷ equivalent to \$3,470 in 2014.¹³⁸

Dougherty mastered the technical aspects of his basic duties as a pilot at the start of his career. He honed his leadership skills as an operations officer and squadron commander. He recognized the value of intellectual growth and embraced the study of politics, history, and strategy as a lieutenant colonel and colonel. His Pentagon assignments as a general officer taught him to formulate policy. His European assignments during the same period familiarized him with the Soviet threat and the capabilities of NATO members to defend themselves. He was also incredibly conversant on nuclear weapons strategy, whether it was massive retaliation, flexible response, or the evolving diplomatic strategy of détente. There was only one job left in the U. S. defense establishment for which he was uniquely qualified. In 1974, he was nominated and confirmed by the U. S. Senate as commander of the most preeminent combat organization of his era. General Russell E. Dougherty was about to become Commander-In-Chief, Strategic Air Command (CINCSAC).

¹³⁶ Provost Marshal Weapons Registration Certificate, May 26, 1972.

¹³⁷ Bureau of Alcohol, Tobacco, and Firearms, Form 6, April 17, 1973.

¹³⁸ Inflation Calculator available from <http://www.usinflationcalculator.com>

Chapter 4

CINCSAC and Beyond

*It doesn't take a bull whip to get a horse to move.
A few gentle words of encouragement will usually do.*

General Russell E. Dougherty, CINCSAC

SAC in 1974 was perhaps the single most important combat organization within the U. S. defense establishment. At a minimum, it was clearly the preeminent organization within the Air Force.¹ This was due to its deterrent role in American foreign policy at the time. Since the advent of the nuclear era at the end of World War Two, the U. S. policy of containment against the Soviet Union mandated a concurrent military capability to project decisive strategic combat power on a global scale. This was the responsibility given to SAC when it was established in 1946.

In 1948, a congressional group, the Brewster Board, concluded the nation must rely almost entirely on air power for deterrence² and SAC was the military organization essential for this strategy. Hence, the Air Force and SAC became the vanguard of American defense policy. Dwight D. Eisenhower in 1950, serving then as president of Columbia University, outlined what he believed were the top defense priorities for the United States. "A strategic air force, a Navy to fight submarines, and an Army to mobilize for defense operations."³

The composition of SAC in 1946 was represented by approximately 37,000 personnel, 148 B-29 bombers, and 18 bases around the continental United States⁴. By 1974, SAC had more than 152,000 personnel, 1,100

¹ Meilinger, IX.

² Walton S. Moody, *Building A Strategic Air Force*, (Washington, DC: U. S. Government Printing Office, 1995), 165.

³ Moody, 297.

⁴ Hopkins, 1.

strategic aircraft, and nearly 3,000 strategic missiles, dispersed across 29 bases in the United States and overseas⁵.

Much of its growth was the result of leadership initiatives undertaken by General Curtis E. LeMay, who became commander of SAC in 1948. LeMay imbued SAC with a perpetual wartime mentality to enforce a national policy of deterrence against the Soviet Union. The foundation of such a deterrent policy was a constant state of combat readiness. Much like Dougherty after Korea, LeMay believed in a military always prepared for aggression, a belief that was reinforced by his own wartime experiences in Europe and the Pacific during World War Two.

The importance of SAC became even more of a national priority following the Berlin Crisis in 1948 and the Soviet detonation of their own atomic weapons in 1949.⁶ This concern boiled over when the Korean War started in June 1950. The strategy of deterrence had failed primarily because the “United States had not communicated clearly to the communists that such an attack would not be allowed to stand.”⁷ LeMay understood the only option remaining once deterrence fails is military action. He accurately deduced combat readiness could very well mean the difference between survival and defeat, and the only way to instill combat readiness was through a dispassionate and uncompromising training program. His expectations of SAC personnel were simple. “Everybody complies. If a man doesn’t comply, his official head should roll.”⁸ The demand for a strict adherence to standards on the part of all SAC personnel, especially those in direct care of the nation’s nuclear arsenal, became a hallmark of SAC effectiveness and efficiency during its 46-year history as an Air Force major command.

The Air Force and SAC benefitted greatly from the ‘New Look’ defense assessments during the first term of the Eisenhower administration starting in

⁵ Hopkins, 189.

⁶ Meilinger, 244.

⁷ Meilinger, 245.

⁸ Peter G. Tsouras, Ed., *The Greenhill Dictionary of Military Quotations*, (Mechanicsburg, PA: Stackpole Books, 2000), 115.

1953.⁹ Nuclear deterrence against the Soviet Union was the cornerstone of American foreign policy. The available technology of the time meant strategic air power would be relied upon by the executive branch to serve as the primary means to deter Soviet aggression. Specifically, political leaders placed priority in a nuclear capable Air Force as the foundation of a “national strategy of containment and deterrence.”¹⁰

This priority was further justified by national leaders as the strategy of massive retaliation began to mature during the Eisenhower presidency. As such, fully fifty percent of the annual Department of Defense budget during the 1950s was allocated to the Air Force¹¹ and used primarily to build a strategic nuclear force with which to deter aggression and retain a second strike capability. Funds continued to flow to SAC as a national strategy of massive retaliation evolved to that of flexible response at the start of the Kennedy presidency in early 1961.

LeMay’s stewardship of SAC and the nation’s nuclear arsenal lasted for nine years. He oversaw the Air Force transition to an inventory of all-jet bombers, complemented with a reliable air refueling capability; he integrated intercontinental ballistic missiles into SAC operations; and he implemented an alert posture of SAC forces to ensure survival if the Soviets ever launched a first strike with nuclear weapons against the United States. LeMay also ensured the influence of SAC within the Air Force during his tenure as Vice Chief of Staff beginning in 1957, and continued to do so upon his selection as Air Force Chief of Staff in 1960. A full one-third of the Air Force annual budget was being allocated to SAC when it “reached its peak in terms of manpower and probably influence following the 1962 Cuban missile crisis.”¹² That year,

⁹ Conrad C. Crane, *American Airpower Strategy in Korea 1950-1953*, (Lawrence, KS: University Press of Kansas, 2000), 173.

¹⁰ Moody, V.

¹¹ Meilinger, X.

¹² Meilinger, 334.

SAC had 282,723 personnel, 2,759 aircraft, 43 bases in the United States, and 14 bases overseas.¹³

The national focus on the strategic mission, however, diminished tactical capabilities. Air Force doctrine in the wake of World War Two was based on an envisioned future strategic conflict with the Soviet Union. Tactical capabilities were not prioritized by Air Force leadership, and were forced to subsist with funds left behind from what SAC consumed. This institutional neglect hindered tactical air operations in Korea and Vietnam. LeMay himself contributed to this neglect. In October 1961, he appointed General Walter Sweeney, a career bomber pilot, to take charge of the Air Force Tactical Air Command (TAC). As Air Force Chief of Staff, LeMay believed TAC was “behind the times”¹⁴ and not fulfilling its potential. It is very possible LeMay was simply trying to empower an officer he thought highly of to improve the tactical facet of Air Force operations. By selecting a bomber pilot, though, LeMay alienated many TAC officers and reinforced the institutional perception that strategic operations will always dominate tactical operations.

Dougherty later lamented a perceived sense of atrophy in Korea, and a lack of preparation in Vietnam. In reality, both the national leadership and the Air Force failed to consider fighting long term, regionally focused conflicts centered on guerilla tactics. This was exacerbated in Vietnam by conflict between the executive branch and the service branches centered on “a core of altered preconceptions about military capabilities and the character of war.”¹⁵

A national security strategy of deterrence through flexible response continued to evolve by 1974. President Richard Nixon and his National Security Advisor, Henry Kissinger, introduced a new approach to foreign policy upon his inauguration in 1969. The approach was rooted in diplomatic engagement rather than military confrontation. An inherent foundation of the

¹³ Meilinger, 335.

¹⁴ Meilinger, 334.

¹⁵ Donald J. Mrozek, *Air Power and the Ground War in Vietnam*, (Maxwell Air Force Base, Alabama: Air University Press, 1988), 175.

policy was to identify areas of common interest, then enter into negotiations with the intent of concluding formal agreements that were of mutual benefit to all parties involved, a policy known as détente. As noted by Kissinger, “The task at hand...was to get beyond Vietnam without suffering geopolitical losses, and to establish a policy toward the communists that was geared to the relevant battlefields.”¹⁶

Détente as envisioned by Nixon emphasized geopolitical security over ideological conflict.¹⁷ Kissinger became Secretary of State in 1973, by which time Nixon was able to outline the purpose of détente he’d been developing since his days as vice president under Dwight Eisenhower. “The Nixon Administration sought to prepare America for a role novel in its history but as old as the state system: preventing the accumulation by an adversary of seemingly marginal geopolitical gains which, over time, would overthrow the balance of power.”¹⁸

A landmark achievement of Nixon and his détente initiative was the signing of the Strategic Arms Limitation Treaty (SALT) between the U. S. and Soviet Union at the May 1972 Moscow Summit.¹⁹ Nixon had approached the Soviets in early 1969 about the mutual benefit of engaging in talks to limit the nuclear arsenals of each country. The Soviets agreed and negotiations began formally in November 1969 in Helsinki, Finland.²⁰ The resulting 1972 treaty addressed the total number of nuclear warheads possessed by each country; limited anti-ballistic missile defenses; and addressed the number of submarine-launched ballistic missiles in relation to the number of intercontinental ballistic missile silos. It also laid the foundation for subsequent arms limitation talks, to include a second round of SALT negotiations and two rounds of Strategic Arms Reduction Treaty negotiations.

¹⁶ Henry Kissinger, *Diplomacy*, (New York, NY: Simon and Schuster, 1994), 744.

¹⁷ Kissinger, 751.

¹⁸ Kissinger, 751.

¹⁹ Kissinger, 749.

²⁰ Kissinger, 760.

The theme of primary importance to Nixon was diplomatic engagement which succeeded in reducing political tensions between the two superpowers rather than outright military confrontation.

The policy of détente during the Nixon administration was augmented by a complementary security proposal originating from the Department of Defense in 1974. James Schlesinger had become Nixon's new defense secretary in July 1973. An experienced student of national security affairs, he soon proposed modifying the current strategy of flexible response to one more supportive of the diplomatic engagement of détente. Known subsequently as the Schlesinger Doctrine, it was rooted in National Security Decision Memorandum (NSDM) 242 signed by Nixon in January 1974.²¹ NSDM 242 championed the capacity to provide national leaders with as many options as possible during times of conflict, to include the option to escalate; emphasized the nuclear targeting of an enemy's military capability rather than civilian infrastructure; and limited strikes in such a way that minimized collateral damage and offered ample opportunity to continue negotiations. Schlesinger summarized the new doctrine in a March 1974 annual defense department report. "What we need is a series of measured responses to aggression which bear some relation to the provocation, have prospects of terminating hostilities before general nuclear war breaks out, and leave some possibility for restoring deterrence. It has been this problem of not having sufficient options between massive response and doing nothing, as the Soviets built up their strategic forces, that has prompted the President's concerns and those of our allies."²²

It was within this dynamic political environment that Dougherty succeeded General John C. Meyer to become the eighth CINCSAC on August 1, 1974. The placement of Dougherty as CINCSAC was largely the result of efforts several years in the making by Air Force Chief of Staff General John D. Ryan. The two generals worked closely together on a daily basis during the late

²¹ National Security Decision Memorandum 242, National Security Council, January 17, 1974.

²² "Schlesinger's Limited Nuclear Options", *Air Force Magazine*, February 2006.

1960s. It was Ryan who placed Dougherty in command of Second Air Force in 1971, then made him Chief of Staff at SHAPE in 1972. These positions built on Dougherty's previous experience during the 1960s in strategic policy matters in the Pentagon, as well as his exposure to European security affairs through assignments to France and Germany.

Meyer had become CINCSAC in 1971, the same year Dougherty took command of Second Air Force. With the expectation that Meyer would serve three years in the position, the CINCSAC billet would not come open again until 1974. Ryan would have known this and probably conceived of the SHAPE billet as the best possible job for Dougherty to acquire seasoning as a new four-star officer. A further benefit of the SHAPE billet was allowing Dougherty to become well versed in European concerns over the Soviet threat, a critical geopolitical perspective previous CINCSACs were not afforded.

Ryan retired in October 1973 and was succeeded as Air Force Chief of Staff by General George S. Brown. It remains unknown what specific discussions occurred between Ryan and Brown concerning the CINCSAC billet. Dougherty, though, was deemed the most qualified officer to fill the billet when Meyer announced his retirement in 1974. With the approval of both Brown and Army General Andrew J. Goodpaster, NATO Supreme Allied Commander, Europe and Dougherty's supervisor, Dougherty was nominated and confirmed as the next CINCSAC.

Dougherty was an anomaly among those who preceded him as CINCSAC. He did not have the combat experience of officers such as Kenney, LeMay, Power, Ryan, Nazzaro, Holloway, or Meyer. Holloway and Meyer were fighter pilot aces during World War Two, whereas the others were bomber pilots, committed to and experienced in the doctrine of strategic bombardment. LeMay in particular was not just an ordinary bomber pilot. It was he who built SAC into a model of combat readiness, and ensured its continued dominance in the Air Force hierarchy once he became Air Force Chief of Staff. Dougherty was cognizant he was following in the footsteps of Air Force icons when he offered his first written statement to SAC personnel. "I have the benefit of a

magnificent inheritance of professionalism from the most distinguished and experienced group of predecessors imaginable. The distilled maturity and wisdom of all the prior commanders of Strategic Air Command abound...the legacy of Generals Kenny and LeMay, on through my lineage to General John C. Meyer, my immediate predecessor, is indeed rich and substantial. I will profit from that heritage and guard it zealously.”²³

He also reiterated the primary deterrent mission of SAC as an enabler of American foreign policy and his professional commitment to it. “The American people and the Commander-In-Chief do not lightly grant – nor do I lightly accept – the command planning responsibilities for the primary nuclear delivery forces of the Free World...it is my intention to make this command even greater...to help provide the President with even more meaningful options for the use of the weapons systems entrusted to SAC...and to make those weapons systems even more reliable, capable and powerful...as they must be if we are to maintain the strategic balance that has been maintained throughout the years since World War Two.”²⁴

Another difference between Dougherty and his predecessors was his temperament. SAC was built upon a foundation of disciplined performance of duties, and the persistent demand for near perfection by those such as LeMay and Power. Contrary to popular belief, LeMay was not one to scream at or berate people. “He never raised his voice.”²⁵ Instead, he simply fired those he became convinced were incapable of managing the nation’s nuclear arsenal. There were times when the removal of personnel to duties outside of SAC happened quickly. LeMay was unapologetic. “I have neither the time nor the inclination to differentiate between the incompetent and the merely unfortunate.”²⁶

²³ *Air Pulse*, August 2, 1974.

²⁴ *Air Pulse*, August 2, 1974.

²⁵ Meilinger, 328.

²⁶ 456th Fighter Interceptor Squadron, General Curtis E. LeMay, available from http://www.456fis.org/CURTIS_E.LEMAY.htm

General Thomas Power, however, never hesitated to raise his voice. His rash temper, volatile physicality, and overall lack of interpersonal adroitness alienated many. Power was a World War Two protégé of LeMay and succeeded him as CINCSAC in 1957 when LeMay became Air Force Vice Chief of Staff. LeMay's tenure at SAC lasted for nine years; Power's tenure lasted for seven. Both were equally committed to the SAC role of deterrence in American foreign policy. Both were committed to building SAC into the world's preeminent combat organization. And both were satisfied with the perception of SAC as an unforgiving organization.

Dougherty possessed great personal and professional respect for LeMay, but saw fault with the lack of civility practiced by Power. Perhaps remembering his own experience with Power, when he and Dave Jones attempted unsuccessfully to brief the general in the early 1960s, Dougherty made mutual respect a priority when he introduced himself to the personnel of SAC. "It is my intention to make SAC an even better command for good people of good will to live productive lives; to enjoy relative comfort and a reasonable standard of living...and to be assured that their commanders and supervisors, at all levels, will continue to accord them the equality of treatment, individual respect and personal dignity that is their due."²⁷

He reinforced the value he placed on respect for others soon after becoming CINCSAC. Dougherty attended the annual SAC logisticians' conference in October 1974 and commented during his keynote speech, "Be thoughtful, be nice. There is nothing in your job description that requires you to be a son of a bitch."²⁸ One of Dougherty's former wing commanders recalled a variation of the comment during his dealings with Dougherty that reflected the sentiment of a former cavalry trooper. "It doesn't take a bull whip to get a horse to move. A few gentle words of encouragement will usually do."²⁹

²⁷ *Air Pulse*, August 2, 1974.

²⁸ Quoted from Interview with former CMSAF James McCoy, May 13, 2014.

²⁹ Quoted from Interview with Maj Gen Chris Adams, April 22, 2014.

Dougherty's first responsibility upon becoming CINCSAC was to assess the overall readiness of SAC. "We (SAC) are not just U. S. forces. We are the nuclear backstop of the Free World."³⁰ The organization retained a vast amount of destructive power but had become smaller in composition since its apex in 1962.³¹ Since that time, SAC had lost nearly 50 percent of personnel and aircraft.³² This was due primarily to a significant increase in the number of missiles available in the SAC inventory, represented by an increase from over 200 strategic missiles in 1962 to more than 3,000 in 1974.³³ In essence, SAC became smaller in composition but more powerful as a combat force, due to the improved design and technology associated with nuclear weapons during the 1960s.

In terms of potential application, Dougherty supported the Schlesinger Doctrine, particularly its emphasis on limited option plans that maximized decision-making options for civilian leaders. His 1960 thesis at the National War College posited such a doctrine, and now it was coming to fruition at the same time he became CINCSAC. Schlesinger, though, showed little patience with the pace of planning progress emanating from SAC, and shared his displeasure with Dougherty in late 1974. Dougherty understood the importance of what was being asked and attempted to appease the defense secretary. "It takes some doing to get this these things going--the development of options, the development of interpretation of strategic guidance."³⁴ Dougherty rationalized when later reflecting on the sense of urgency Schlesinger placed upon the planning process. "I am sure that Secretary Schlesinger was not satisfied with the speed with which things were moving

³⁰ Quoted from Gen Russell E. Dougherty, "U. S. Air Force Oral History Interview", U. S. Air Force Historical Research Center, December 13, 1977, 17.

³¹ Hopkins, 106.

³² Hopkins, 189.

³³ Hopkins, 189.

³⁴ Quoted from 1977 Oral History Interview, 4.

and I am not sure that he could have been satisfied. But I think that we did get some things moving in that area and I think it's useful that we did.”³⁵

Dougherty relied specifically upon the Joint Strategic Target Planning Staff (JSTPS) at SAC to enhance the planning process for the employment of the SAC arsenal in a manner consistent with the Schlesinger Doctrine. The CINCSAC also served as Director of the JSTPS, with a Navy vice admiral as a deputy director. The planning staff of approximately 300 personnel endeavored to reconcile the development of target sets with the capabilities of available delivery systems. Most importantly, the arrangement allowed for the Air Force and Navy to plan nuclear targeting in such a way that prevented each service from striking the same target.³⁶ Dougherty held the capabilities of the JSTPS in high regard. “JSTPS is probably the most efficient government agency that ever was.”³⁷

The nuclear delivery capabilities of SAC in 1974 might not have been in question, but Dougherty certainly had concerns over the conventional capabilities of SAC. American combat involvement in Vietnam had ended in 1973, with the 1972 Linebacker operations representing the final large-scale involvement of SAC bombers. Dougherty's emphasis in this regard was to retain as much institutional knowledge possible on how to employ strategic assets such as B-52 bombers in a conventional bombing role. Since his experience in Korea, Dougherty was sensitive to a military susceptible to the temptation of atrophy. It is possible that emphasizing knowing how to conduct a non-nuclear mission at the height of the Cold War was simply a manifestation of Dougherty's penchant to maintain overall combat readiness.

Détente does not appear to have been a factor in Dougherty's calculus when he became CINCSAC. In fact, détente does not seem to have been a planning consideration at all for the Air Force during the early 1970s. The defense department was consulted by the Nixon administration in 1972 as to

³⁵ Quoted from 1977 Oral History Interview, 4.

³⁶ Quoted from 1977 Oral History Interview, 360.

³⁷ Quoted from 1977 Oral History Interview, 360.

the implications of détente on U. S. strategic readiness, yet no answer was ever provided.³⁸ As an aside, much of the détente initiative was hindered by the Watergate scandal by the time Dougherty became CINCSAC on August 1, 1974. The scandal forced Richard Nixon to resign the American presidency eight days later. Gerald Ford became the new U. S. president and continued Nixon's détente initiative.³⁹

By the start of 1975, SAC possessed 140,735 personnel, 1,145 strategic aircraft, and 3,181 strategic missiles.⁴⁰ This stood in comparison to SAC's composition at the start of 1973, just after the SALT accords were signed between the U. S. and Soviet Union: 163,754 personnel, 1,163 strategic bombers, and 2,424 strategic missiles.⁴¹ The number of strategic missiles in the SAC inventory had actually increased by 757 during a key period in détente. While détente may have resulted in improved diplomatic relations between the Americans and Soviets, overall strategic capability embodied by SAC continued to increase in both composition and strategic yield. Specifically, the SAC missile force increased both in quantity and quality, as represented by modernization from older Minuteman I missiles to the more capable Minuteman III missiles.⁴²

Dougherty, with his aide-de-camp Major Stephen Croker, adhered to a demanding schedule as CINCSAC through 1975.⁴³ He visited other SAC bases approximately three weeks of every month and monitored overall readiness from the SAC underground command post at Offutt the rest of the month. He always ate breakfast at home with Gerry, then arrived in his office each morning by 7:30 am, after being driven the short distance from the official CINCSAC residence on Generals' Row near the Offutt parade field. His first order of business was to acquire a cup of coffee and add exorbitant amounts of

³⁸ Kissinger, 749.

³⁹ Kissinger, 760.

⁴⁰ Hopkins, 195.

⁴¹ Hopkins, 183.

⁴² Hopkins, 200.

⁴³ Quoted from Interview with Lt Gen Stephen Croker, April 21, 2014.

sugar and cream. Dougherty used the nickname '1505' to describe his manner of making a cup of coffee. The color code for the Air Force's khaki uniform of Dougherty's era was 1505. Hence, his cup of coffee was not ready for consumption until it had taken on the proper hue of a khaki uniform.⁴⁴

The daily staff meeting then occurred at 8:00 am in Room 2A8, adjacent to the CINCSAC office.⁴⁵ An intelligence officer provided a succinct overview of events during the previous 24 hours. A weather officer briefed atmospheric conditions in areas where B-52 bombers and KC-135 tankers might need to operate. Perhaps recalling how briefers were treated by a previous CINCSAC, General Thomas S. Power, Dougherty went out of his way to treat those briefing him with dignity and respect. He thanked them daily for their time and effort in keeping him properly informed.⁴⁶ Dougherty's vice commander at SAC, Lieutenant General James M. Keck, added additional details during the overview of force readiness of the SAC arsenal. The Doughertys and Kecks were close friends and socialized often in their quarters on Generals' Row. "They were like two peas in a pod."⁴⁷

After a morning of meetings and administrative requirements, Dougherty would eat lunch at any number of places. Sometimes in the cafeteria of the headquarters building, other times at the officers' club, or perhaps at an official function. His favorite lunch item was a McDonald's Big Mac, often acquired for him by a thoughtful staff member. He would eat the hamburger at his desk while reviewing copious amounts of paperwork requiring his attention and watching the mid-day news on his office television.⁴⁸

In the afternoons, he would meet with Chief Master Sergeant James M. McCoy who was appointed in March 1975 as the first senior enlisted advisor of SAC. The two leaders often discussed manning, dormitory issues, and other

⁴⁴ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁴⁵ Quoted from Interview with Mrs. Dorene Sherman, April 17, 2014.

⁴⁶ Quoted from Interview with former CMSAF James M. McCoy, May 13, 2014.

⁴⁷ Quoted from Interview with former CMSAF James M. McCoy, May 13, 2014.

⁴⁸ Quoted from Interview with Mrs. Dorene Sherman, April 17, 2014.

quality of life initiatives for the enlisted force.⁴⁹ The benefits of physical fitness were not as well understood in Dougherty's era as they are now, and he declined any sort of afternoon workout at the Offutt field house across the street from the headquarters building. He also tracked the development of the B-1 bomber and MX missile programs, both of which were approved early in the Nixon administration. He normally returned to his residence by 6:30 pm for dinner with Gerry, followed by an evening glass of Pimm's Number One Cup.⁵⁰

Dougherty's aide, Major Croker, witnessed the same mannerly disposition in Dougherty at SAC that Captain Dula witnessed at Second Air Force. "He had to relieve several wing commanders while I was his aide in Omaha, but he did it with grace and charm. I don't ever recall seeing him lose his temper, in private when I was present, or in public. He was on occasion angry or annoyed with himself and with others for good cause, but was always most dignified."⁵¹

Schlesinger stepped aside as defense secretary in November 1975 and was succeeded by Donald A. Rumsfeld. President Ford had maintained a policy of détente, but his pardon of Richard Nixon galvanized his political critics,⁵² resulting in the stalling of a second round of SALT talks between the Americans and Soviets. The administration was also burdened by the Church Committee hearings, a Senate investigation into allegations of illegal behavior on the part of the American intelligence community.

SAC forces remained in a constant state of readiness through the tumult of domestic affairs. By the start of 1976, SAC composition was represented by 127,599 personnel; 1,102 strategic aircraft; and 3,226 strategic missiles.⁵³ As was the case at the start of 1975, the SAC missile inventory grew, this time by 802 missiles. Détente still formed the foundation of American foreign policy,

⁴⁹ Quoted from Interview with former CMSAF James M. McCoy, May 13, 2014.

⁵⁰ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁵¹ Quoted from Interview with Lt Gen Stephen Croker, April 21, 2014.

⁵² Kissinger, 741.

⁵³ Hopkins, 203.

but had not translated into a degradation of strategic capability as represented by the SAC arsenal.

As a deterrent force, SAC was not doing anything differently from what it had always done. A significant portion of SAC's bombers were always on ground alert, ready for immediate launch if directed. Missiles in silos were maintained at near 100 percent readiness. The organization's ability to initiate combat operations was tested constantly through no-notice operational readiness inspections (ORIs) conducted by the SAC Inspector General. Simply put, SAC's operational posture did not change as political leaders modified the nation's strategic posture from one of deterrence to the political thaw embodied in détente. This was due in part to a lack of direction and oversight by civilian leaders. The executive branch had at its disposal the opportunity to impose force management mechanisms on SAC, such as those focused on "strategy, structure, and operations"⁵⁴ that would have limited SAC's operational posture, but chose not to pursue them. At the same time, SAC leaders displayed little proactive inclination to match their posture to changes in political direction.

There was little change a year later. SAC composition at the start of 1977 was represented by 123,042 personnel; 1,110 strategic aircraft; and 3,237 strategic missiles.⁵⁵ Even with détente at the forefront of American foreign policy, the SAC inventory grew by a modest amount. The most important event in American domestic politics in 1976, though, was the presidential election in November. Jimmy Carter beat Gerald Ford and was inaugurated as the new American president in January 1977.

Dougherty had been CINCSAC for two and a half years by the time the Carter administration came into office, and he was also entering his 35th year on active duty as a commissioned officer. He wrote a letter to his daughter and twin sons in February and stated his intent to retire later in the year.⁵⁶

⁵⁴ Peter D. Feaver, *Armed Servants: Agency, Oversight, and Civil-Military Relations*, (Cambridge, MA: Harvard University Press, 2003), 76.

⁵⁵ Hopkins, 211.

⁵⁶ Personal Correspondence, Gen Russell E. Dougherty, February 23, 1977.

Because nothing was yet official, he asked that the information not be shared outside of the family by the Dougherty children.

It seemed an appropriate time to consider retiring from the Air Force, even though he had the option to remain on active duty. He was just 56 years of age, and the mandatory retirement age was 62. Dougherty, though, was immensely proud to lead the nation's preeminent nuclear deterrent force. Completing 35 years of service and leaving the Air Force as CINCSAC seemed best to him. It is improbable there would have been another job for him even if he wanted to remain on active duty. His old friend, General David C. Jones, was now serving as Air Force Chief of Staff, and General William V. McBride was in the middle of his term as Air Force Vice Chief of Staff. The only other position that Dougherty might have realistically been competitive for was Supreme Allied Commander, Europe. This position, though, was held by Army General Alexander M. Haig, Jr.

Gerry was significantly ill by this time as well. She was diagnosed with breast cancer in 1973 and at first successfully treated. The cancer returned, however, and her condition appeared terminal by 1977. Dougherty decided it was best to "make a nest and take care of Gerry"⁵⁷ and make room for other senior officers coming up behind him.

He also decided to purchase the custom Smith and Wesson handgun he was issued upon promotion to brigadier general in 1964. At the time, the weapons were issued to general officers upon their promotion to flag rank and were allowed to be retained in their permanent possession. Air Force policy changed in 1975⁵⁸. All sidearms issued to new general officers were now stamped with a serial number and issued only for the remainder of the officer's service on active duty. The officer then had the choice at retirement of either returning the weapon to the Air Force, or paying to purchase the weapon permanently. Dougherty's Smith and Wesson was given serial number 85255. He wrote a personal check to the Treasurer of the United States dated January

⁵⁷ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁵⁸ Air Force Policy Letter, General Officer Sidearm Kits, June 11, 1975.

3, 1977 in the amount of 78 dollars⁵⁹ and retained permanent possession of his left-handed nine-millimeter semiautomatic handgun. In April, he completed his annual qualification course at the Offutt weapons range, and scored 'Expert' with both the M-16 rifle and .38-caliber revolver.⁶⁰

The annual SAC Missile Competition started at Vandenberg AFB, California on April 27 and was scheduled to end on May 6.⁶¹ These annual competitions, focused on missile and bomber proficiency, were not wartime readiness exercises. Rather, they were team-building events focused on operational camaraderie. "These were the games and they were fun."⁶²

Actual wartime readiness was evaluated through no-notice operational readiness inspections conducted by the SAC Inspector General. A team of up to 60 inspectors would arrive unannounced at a SAC base and initiate a week-long inspection of a wing's entire operational and support infrastructure, assessing that wing's ability to "react upon receiving a no-notice alerting order to perform its war plan."⁶³

CINCSAC and his staff had departed Offutt on a KC-135 to observe the final days of the missile competition when, shortly after takeoff, Dougherty suffered a heart attack. He recognized the onset of unusual symptoms. "Like an elephant had stepped on your chest. That's exactly the way it was."⁶⁴ His flight surgeon was part of the onboard staff, quickly diagnosed what was happening, and ordered the aircraft to land at Ellsworth AFB in Rapid City, South Dakota⁶⁵. Dougherty at first demanded the aircraft continue on to Vandenberg so as not to inconvenience anyone onboard, but was overruled by the physician.⁶⁶ The aircraft accelerated to a speed of Mach .92 in order to

⁵⁹ Copy of Personal Check to Treasurer of the United States, January 3, 1977.

⁶⁰ Air Force Weapons Qualification Card, Air Force Form 522, April 4, 1977.

⁶¹ Hopkins, 215.

⁶² Chris Adams, *Inside the Cold War: A Cold Warrior's Reflections*. (Maxwell Air Force Base, Alabama: Air University Press, 1999), 96.

⁶³ Adams, 98.

⁶⁴ Quoted from 1977 Oral History Interview, 363.

⁶⁵ Quoted from 1977 Oral History Interview, 363.

⁶⁶ Quoted from 1977 Oral History Interview, 363.

reach Ellsworth and land as quickly as possible.⁶⁷ Dougherty never lost consciousness, walked off the plane himself, and then was directed on to a gurney by a medical technician.⁶⁸

A team of cardiologists from the Air Force hospital at Wilford Hall in San Antonio, Texas flew to Rapid City that afternoon. After a week, Dougherty was transferred back to Omaha and admitted into the University of Nebraska Medical Center where he remained for the next three months. He never had to endure bypass surgery, but his rehabilitation would take months.⁶⁹

There were several significant risk factors working against him at this time. His father Ewell died of a heart attack at the age of 57, and Dougherty was now 56. His younger brother Robert would also experience a significant heart attack at 56.⁷⁰ His nutritional habits were poor and he disliked fitness activities. He had also smoked for years. Most importantly, he was under a great deal of stress in trying to care for Gerry while also serving as a senior commander. "I was watching this magnificent, lovely wife of mine, whom I had married and loved for 35 years, die right in front of my face. I couldn't run away from it. I couldn't do anything about it. It was the ultimate frustration to watch a loved one die."⁷¹

Dougherty never returned to full active duty status.⁷² His vice commander, Lieutenant General James Keck, ran daily operations on behalf of CINCSAC. "We never missed a beat."⁷³ Most matters were routine until Keck delivered the news to Dougherty one afternoon that President Carter had cancelled the B-1 program. Dougherty immediately called his friend Dave

⁶⁷ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁶⁸ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁶⁹ Quoted from 1977 Oral History Interview, 364.

⁷⁰ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

⁷¹ Quoted from 1977 Oral History Interview, 366.

⁷² Quoted from 1977 Oral History Interview, 365.

⁷³ Quoted from Interview with former CMSAF James M. McCoy, May 13, 2014.

Jones, who confirmed it was true. Dougherty always believed in the potential of the B-1 and was saddened by the decision. “It broke his heart.”⁷⁴

Dougherty relinquished command of SAC to General Richard H. Ellis, another LeMay protégé from World War Two, on August 1, 1977. His Air Force retirement became official on October 1. In his farewell letter to SAC personnel, he noted his apprehension to leave active military service, but acknowledged the need to do so for the sake of the Air Force institution. “Although I have no present inclination to ‘retire’ in a conventional sense, I have always been an enthusiastic supporter of the need for a constant, relatively rapid ‘up and out’ policy for our Air Force senior personnel. Continuing youthfulness and upward mobility in the Air Force are key attributes to maximum dynamism and usefulness to the Nation. I am fully prepared and ready to retire from the active military rolls and pass my responsibilities in accordance with our reasoned policies of progression.”⁷⁵

He closed by stating his continued commitment to the deterrent function of SAC. “Throughout history there has been no nobler calling than that of providing for one’s fellow man those greatest of social services – life and freedom. And it is my judgment that in our lifetime no one has responded more selflessly to that calling than the members of Strategic Air Command, where – though the preparation for war is our business – the people of SAC have lived our motto: ‘Peace is our Profession’.”⁷⁶

The Omaha World Herald covered the retirement ceremony, which was attended by then Air Force Chief of Staff General David C. Jones and former Chief of Staff and CINCSAC General Curtis E. LeMay. The newspaper noted the applause Dougherty received from the 1,500 people in attendance, and the special traits he imparted upon SAC during his tenure. “They were saluting a

⁷⁴ Quoted from Interview with Mrs. Dorene Sherman, April 17, 2014.

⁷⁵ “Letter to the Men, Women of SAC”, *Air Pulse*, August 4, 1977.

⁷⁶ *Air Pulse*, August 4, 1977.

kindly, thoughtful, gentleman, the contradiction of the oft-caricatured bomb-brandishing general...the people were saluting a different kind of general.”⁷⁷

Dougherty had flown 75 different aircraft and accumulated 6,044 total flight hours, 29 of which were combat hours in Korea.⁷⁸ He served 35 years on active duty and also endured 35 military transfers to new locations with his family.⁷⁹ Combined with his cavalry trooper service in the Kentucky National Guard, Dougherty retired with 39 total years of service to his country.⁸⁰

The most gratifying experience of Dougherty’s tenure as CINCSAC came several weeks before his heart attack, when he was honored in April with the Order of the Sword, the highest honor that can be bestowed upon an officer by the Air Force enlisted corps.⁸¹ Dougherty was moved deeply by the gesture. “It seemed to be spontaneous and it seemed to be genuine and it seemed to come from the men and women of the command to a degree that nothing else did.”⁸² He was also proud of his environmental contributions. Dougherty implemented a tree-planting program when he became CINCSAC in order to enhance the aesthetic appearance of SAC bases, many of which were located in barren areas of the northern United States. The trees that today surround the Offutt parade field were planted by Dougherty and his wife, Gerry.⁸³

Dougherty was equally direct with describing his most frustrating experience while CINCSAC. “The lack of ultimate support for my recommendations on future weapons developments...what could I have recommended that would have been supported? The answer ranges from not much to nothing.”⁸⁴ He consistently advocated for a new tanker aircraft to replace the KC-135; a continuation of the Short-Range Attack Missile (SRAM)

⁷⁷ Howard Silber, “SAC’s Chief Given Final Salute”, *Omaha World Herald*, August 2, 1977.

⁷⁸ Officer Military Record, Flight Records, June 8, 1977.

⁷⁹ *Air Pulse*, August 4, 1977.

⁸⁰ *Air Pulse*, August 4, 1977.

⁸¹ Quoted from 1977 Oral History Interview, 58.

⁸² Quoted from 1977 Oral History Interview, 58.

⁸³ Interview with Col Mark Dougherty, April 21, 2014.

⁸⁴ Quoted from 1977 Oral History Interview, 60.

program; and the acquisition of the B-1 bomber. All three, though, were cancelled during his tenure as CINCSAC. "In the big areas hardly a thing I had recommended survived."⁸⁵

There was a nuance, however, in how Dougherty stated his displeasure with the modernization of SAC weapons systems, particularly in regard to the SRAM and B-1 programs. The SRAM entered the SAC inventory in 1972⁸⁶ and a total of 1,500 missiles were ordered over the next three years. The final SRAM was delivered in August 1975 to the 320th Bomb Wing at Mather AFB, California.⁸⁷ The program was not cancelled as much as it was fulfilled.

The B-1 was indeed cancelled by President Carter in June 1977 in favor of further development and acquisition of cruise missiles.⁸⁸ Carter announced his decision in a national television address. "My decision is that we should not continue with deployment of the B-1 and I am directing that we discontinue plans for production...in the meantime, we should begin development of cruise missiles using air launched platforms such as our B-52s, modernized as necessary."⁸⁹ He was supported by Secretary of Defense Harold Brown. "My recommendation to the President, and his decision not to proceed with production of the B-1, were based on the conclusion that aircraft carrying modern cruise missiles will better assure the effectiveness of the bomber component of U. S. strategic power in the 1980s."⁹⁰ Nevertheless, the B-1 program was later revived in 1982 by President Reagan.⁹¹

A replacement for the KC-135 tanker/cargo aircraft was also subject to a specific interpretation. SAC had requested previously the acquisition of 91 new KC-10 airframes which was approved by President Ford in January 1977. The acquisition was reduced, though, to no more than 20 KC-10s by President

⁸⁵ Quoted from 1977 Oral History Interview, 59.

⁸⁶ Hopkins, 176.

⁸⁷ Hopkins, 197.

⁸⁸ Hopkins, 212.

⁸⁹ Hopkins, 213.

⁹⁰ Hopkins, 213.

⁹¹ Hopkins, 248.

Carter that July.⁹² The program was not cancelled altogether. Rather, its projected rate of growth was slowed. The Air Force took possession of its first KC-10 tanker/cargo aircraft in March 1981.⁹³

SAC by the end of 1977 consisted of 122,500 personnel; 952 strategic aircraft; and 2,645 strategic missiles.⁹⁴ The number of strategic missiles declined by 592 compared to the previous year, but this was due to the elimination in 1977 of the Hound Dog and Quail missiles from the SAC inventory.⁹⁵ Dougherty saw fault with the cancellation of what he viewed as key modernization programs. “Pretty miserable record with regard to force development and modernization.”⁹⁶

The strategic power of SAC, however, remained consistent during Dougherty’s three years as commander. Table 1 reflects the SAC arsenal during each year of his tenure as CINCSAC. While détente was the foundation of U. S. foreign policy toward the Soviets during the early 1970s, such an approach emphasizing improved relaxed diplomatic relations did not translate to a degradation of American strategic capability embodied by SAC.

Table 1. Strategic Air Command Arsenal, 1974 – 1978

Year	Strategic Aircraft	Minuteman Missiles	Titan II Missiles	SRAM Missiles	Hound Dog Missiles	Quail Missiles
1974	1,165	999	57	1,149	327	415
1975	1,145	1,010	57	1,451	308	355
1976	1,102	1,094	58	1,431	288	355
1977	1,110	1,162	57	1,415	249	354
1978	952	1,180	57	1,408	0	0

Source: Produced by Author

⁹² Hopkins, 213.

⁹³ Hopkins, 241.

⁹⁴ Hopkins, 217.

⁹⁵ Hopkins, 217.

⁹⁶ Quoted from 1977 Oral History Interview, 60.

Table 2 below reflects the consistent financial status of SAC during Dougherty's tenure as commander.

Table 2. Strategic Air Command Financial Status, 1974 – 1978

Year	Operations and Maintenance	Assets	Operating Expenses
1974	\$534,010,000	\$17,715,494,760	\$2,338,711,000
1975	\$582,050,000	\$18,234,032,783	\$2,558,099,158
1976	\$670,545,354	\$18,262,117,573	\$2,541,093,542
1977	\$658,204,983	\$17,804,995,267	\$2,412,063,735
1978	\$645,985,086	\$17,522,065,313	\$2,397,381,283

Source: Produced by Author

Dougherty and Gerry retired to Arlington, Virginia at the end of 1977. He had overseen the construction of a new townhouse during the previous year, and was assisted by the SAC Senior Enlisted Advisor, Chief Master Sergeant James M. McCoy. "He would ask me to stop by his townhouse that was being built in Virginia and take pictures of certain items that he and Gerry would look at and make suggestions to the builder to change or improve."⁹⁷ Dougherty was excited to finally establish a permanent location for Gerry. "I must say that it is comforting to realize that the 35th house in which Mrs. Dougherty will make a home for our family is, at last, to be a permanent residence – frequent moving is easier when you are young enough to savor the excitement of change!"⁹⁸ The anticipation sadly did not last. Gerry died in January 1978, several months after Dougherty's retirement. The couple had been married for 34 years and had raised three children.

Shortly before Gerry's passing, Dougherty visited Arlington National Cemetery near Washington, D. C. to view possible gravesites.⁹⁹ An administrator walked with Dougherty and stopped at one location to assess its

⁹⁷ Quoted from Interview with former CMSAF James M. McCoy, May 13, 2014.

⁹⁸ *Air Pulse*, August 4, 1977.

⁹⁹ Quoted from 1979 Oral History Interview, 269.

suitability. Dougherty was impressed with the surroundings when he noticed a familiar name several feet away. He walked toward the headstone and rhetorically asked the administrator to whom the grave belonged. “That’s General Tommy Power down there isn’t it?” The administrator replied, “Yes, it is.” The mercurial general had died of a heart attack in 1970 at the age of 65.¹⁰⁰ Dougherty pondered for a moment, perhaps recalling the caustic treatment by Power of so many people over the years, then turned to the administrator. “Have you got a site a little further up the hill?”¹⁰¹

Dougherty spent the next 30 years serving as an elder statesman of the United States Air Force. He became executive director of the Air Force Association (AFA) in 1980, and effectively advocated on behalf of the Air Force to public leaders before resigning in 1986. He became a regular at Essy’s Carriage House, a local restaurant in Arlington, Virginia near the AFA headquarters, and alternated meals there. On one visit, he would have the chop sirloin steak. On the next visit, he would have the prime rib end cuts.¹⁰²

Dougherty also entered private law practice 30 years after finishing law school. He practiced business law in the international division of the McGuire Woods law firm in Alexandria, Virginia.¹⁰³ He served as director, trustee, or board member of more than 30 corporations and organizations.¹⁰⁴ His home state honored him on numerous occasions. The building on the campus of Western Kentucky University that houses the Air Force Reserve Officer Training Corps detachment was renamed Dougherty Hall in 1981¹⁰⁵. He was inducted into the Outstanding Alumni of Kentucky in 1989¹⁰⁶, and inducted into the Kentucky Aviation Hall of Fame in 1998.¹⁰⁷ He was honored by the Air Force

¹⁰⁰ Air Force Biography, Gen Thomas S. Power.

¹⁰¹ Quoted from 1979 Oral History Interview, 270.

¹⁰² Quoted from Interview with Mr. Essy Saedi, March 22, 2014.

¹⁰³ Resume’, Gen Russell E. Dougherty.

¹⁰⁴ Resume’, Gen Russell E. Dougherty.

¹⁰⁵ Detachment 295, *Our history and heritage*, available from <http://louisville.edu/afrotc/about>

¹⁰⁶ Resume’, Gen Russell E. Dougherty.

¹⁰⁷ Resume’, Gen Russell E. Dougherty.

Association in 2004 with the Lifetime Achievement Award. He also remarried but only after his daughter Dede gave her approval.¹⁰⁸ His new wife, Barbara, was married previously to a Navy admiral who had passed away. Dougherty and Barbara offered each other companionship in their later years.

He endured another family setback in 1990 when his son Bryant died of melanoma at the age of 38. Bryant, and his twin brother Mark, both pursued Air Force careers as their father had. Bryant was a lieutenant colonel and was scheduled to start the National War College in August, just as his father had done more than 30 years previously. He died in May and was laid to rest at Arlington near his mother.

The Air Force was reorganized in 1992. The Soviet Union had collapsed on Christmas Day 1991, bringing to an end the Cold War that had existed since the end of World War Two, and removed the monolithic strategic threat that served as the basis for SAC's existence. As such, SAC was deemed expendable by Air Force leadership, now composed predominantly of officers who started their careers in tactical operations, and perhaps retained memories of how SAC had long dominated the Air Force culture at the expense of the tactical community.

SAC was deactivated on June 1, 1992 ending its service as the nation's preeminent nuclear deterrent force. It was replaced the same day by U. S. Strategic Command (USSTRATCOM), the organization first recommended by the 1970 Blue Ribbon Defense Panel to consolidate the nation's nuclear arsenal under a single unified command. The concept had been supported in 1970 by the Air Force but resisted by the Navy. USSTRATCOM remains in existence to this day and is headquartered in the same building SAC was. Command alternates between the Air Force and Navy.

Dougherty supported the reorganization based on a consistent belief during his career that an organization such as the Air Force must structure itself based on missions and capabilities. "Even the mission is something that

¹⁰⁸ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

evolves and changes and is dynamic. If there is a similarity of an organization in my judgment, it was proper that it be mission oriented rather than weapons system oriented.”¹⁰⁹

Such a concept, however, did not appear to apply to SAC operations during the age of détente. U. S. foreign policy focused on geopolitical security at the nation-state level, whereas SAC continued to function as a preeminent nuclear deterrent force, to which Dougherty was committed. His experience in Korea taught him to beware of the temptation for a military force to atrophy. His perceptions on the readiness and capability of the contemporary nuclear force in comparison to that of the SAC era would no doubt be profound.

Perhaps Dougherty’s most important contribution in his later years was his service as a public communicator. He became regarded as one of the most prolific writers and speakers on strategic thought of his generation. His years as AFA executive director allowed him a regular forum from which to write editorials on Air Force policy, and he maintained a demanding travel schedule to deliver one speech after another on the need for continued military readiness. He also influenced 30 years of Air Force general officers with speeches espousing the need to inspire and motivate those you are expected to lead. “Look like a general, act like a general, sound like a general.”¹¹⁰

Dougherty’s health began to falter as the years went by.¹¹¹ He developed congestive heart failure as well as adult diabetes. Macular degeneration caused him to lose the vision in his right eye. Spinal issues resulting from the 1964 ejection with Bob Weir forced him to have surgery to remove calcium deposits. Through it all, he continued to call former members of his staff at SAC Headquarters each year to wish them happy birthday.¹¹² He also bought

¹⁰⁹ Quoted from 1979 Oral History Interview, 169.

¹¹⁰ Prepared Remarks to Brigadier General-Selects, March 14, 1995.

¹¹¹ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

¹¹² Quoted from Interview with Mrs. Dorene Sherman, April 17, 2014.

himself a new green Lexus in 2007 and was excited to share it with his friends.¹¹³

Dougherty settled with Barbara in an apartment in the Falcon's Landing military retirement community of Potomac Falls, Virginia.¹¹⁴ He rose from bed on the morning of September 7, 2007 and sat at the kitchen table to watch television. Barbara greeted him on her way to prepare for the day, and he blew her a kiss in return. "Good Morning, My Love."¹¹⁵ She returned several minutes later to find him dead from a massive heart attack. He was 86.

The military career of Russell E. Dougherty started with him on horseback as a 15-year old cavalry trooper in 1936. It ended in similar fashion on September 27, 2007 as his flag-draped casket was carried on a horse-drawn caisson along the narrow lanes of Arlington National Cemetery. His pallbearers included his old friend from aviation cadet training so many years before, General David C. Jones, as well as Dougherty protégé General John A. Shaud. Air Force Chief of Staff General T. Michael Moseley was in attendance, as were former Air Force chiefs General John P. Jumper and General Michael E. Ryan. Ryan's father, John, had been largely responsible for setting Dougherty on the path to serve as CINCSAC. The eulogy was delivered by retired Lieutenant General Brett M. Dula, who served as Dougherty's aide when he commanded Second Air Force. A lone B-2 bomber flew over Section 30 of Arlington in tribute to Dougherty as the graveside service concluded. A life dedicated to public service and national security had ended.

¹¹³ Quoted from Interview with Mrs. Dorene Sherman, April 17, 2014.

¹¹⁴ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

¹¹⁵ Quoted from Interview with Col Mark Dougherty, April 21, 2014.

Chapter 5

Conclusion

Duty is the most sublime word in our language. Do your duty in all things.

You cannot do more. You should never wish to do less.

General Robert E. Lee

General Russell E. Dougherty was a transformational Air Force leader during a key period of the Cold War. Inspired to serve his nation when Pearl Harbor was attacked, he led a military career defined largely by intellectual acumen. During his 35-year Air Force career, his gentlemanly manners and engaging disposition allowed him to be regarded as a 'new' kind of military leader. By the time he became Commander-In-Chief of Strategic Air Command, the preeminent nuclear deterrent force during the Cold War, he had validated the theory that one did not have to 'breathe fire' to motivate others. Dougherty was not without faults though. He missed the atrophy within Air Force tactical capabilities during operations in Korea, and failed to acknowledge the prerogative of civilian authority during operations in Vietnam. Retiring in 1977, Dougherty spent the next 30 years of his life devoted to the study of military readiness and national security affairs. He mentored an entire generation of Air Force general officers and became regarded as one of the most prolific writers and speakers of strategic thought of his generation.

This study has served two purposes. The first, was to provide a biographical overview of an Air Force leader on whom little scholarly attention has yet been devoted. The second, was to study the foreign policy of détente during the Nixon administration and assess its impact on U. S. nuclear readiness as represented by the Strategic Air Command arsenal. Surprisingly, détente had little if any bearing on the nation's nuclear operational posture. This was due in part to a lack of direction and oversight by civilian leaders. The executive branch had at its disposal the opportunity to impose force management mechanisms on SAC that would have limited SAC's operational posture, but chose not to pursue them. At the same time, SAC leaders

displayed little proactive inclination to match their posture to changes in political direction.

This thesis suggests that the Air Force should look back to the leadership example provided by General Dougherty as officers are selected for flag rank in an era of diminishing general officer billets. In May 2014, the Air Force announced it will research ways in which to eliminate up to three four-star officer billets, from the current authorized level of 12 down to nine. Ways to convert current three-star officer billets to two-star billets are also being researched. By 2019, the number of Air Force general officer billets is expected to total approximately 280, down from the current 305. In an era of reduced senior leader billets, it becomes that much more imperative for the Air Force to be particularly selective and ensure only those with the proper combination of intellectual capacity, leadership effectiveness, and personal disposition are promoted to represent the Air Force to the public as general officers.

This thesis also recommends the enduring legacy of perpetual readiness of the Strategic Air Command be studied as the utility of a nuclear weapons inventory continues to be defined in a post-Cold War age. Since its independence in 1947, there has existed within the Air Force an internal cultural tension between the strategic operations community and the tactical operations community. Nuclear weapons, however, are not weapons of the contemporary battlefield as much as they are political tools made available to civilian leaders. The geopolitical framework that existed during the Cold War no longer exists, but the ability to continue providing a credible deterrent force as represented by the nuclear triad remains constant.

Appendix

What Happened To...

Brigadier General Charles Y. Banfill was Chief of Staff for Twentieth Air Force when hostilities broke out in Korea in June 1950. He became Deputy Director for Intelligence a month later and was supported on his staff by Dougherty. Banfill was named Air Force Director of Intelligence in May 1953 but retired due to health issues in August. He died in 1966.

General George S. Brown, who appointed Dougherty as CINCSAC, continued to serve as Air Force Chief of Staff. He was nominated by President Nixon as Chairman of the Joint Chiefs of Staff in 1974, and retired from active duty in June 1978. He died six months later of prostate cancer and was buried at Arlington National Cemetery.

Lieutenant General David A. Burchinal, Dougherty's supervisor on the Air Staff in 1963, was named director of the Joint Staff in 1964 and became Deputy Commander of U. S. European Command in 1966. He was considered for Air Force Chief of Staff in 1969 but eventually retired from the Air Force in 1973 as a full general. He died in 1990 at the age of 75.

Major General John W. Carpenter, III, who wrote Dougherty's 1962 performance report, became commander in 1965 of Air University at Maxwell AFB. He was named Air Force Assistant Vice Chief of Staff in 1969 and served simultaneously as the Air Force representative to the Military Staff Committee at the United Nations. He retired from the Air Force in 1970 and died in 1996.

Billy Coggans, Dougherty's college roommate and partner on the purchase of a 1923 Ford Model T, pursued a career in education. He received his doctoral degree in English and became a member of the faculty at the University of Indiana.

Major Stephen D. Croker was Aide-de-Camp to Dougherty at SAC Headquarters from 1974 to 1976. He served previously in Vietnam where he shot down two MiG-17 aircraft on May 20, 1967 while flying as weapons

systems officer in an F-4C Phantom II piloted by then Colonel Robin Olds. He retired from the Air Force in 1996 as a lieutenant general.

Colonel Roger M. Crow, Dougherty's supervisor at Fifteenth Air Force, later became a SAC air division commander. He retired from the Air Force in 1967 as a brigadier general and will celebrate his 100th birthday in 2014.

Dede Dougherty, whose illness as an infant altered the direction of her father's career, married General Joseph D. Ralston who later served as commander of U. S. European Command and Supreme Allied Commander, Europe. They now split their time between Virginia and Alaska.

Mark Dougherty followed in his father's footsteps and pursued an Air Force career. He became an F-15 pilot and later served as Aide-de-Camp to Admiral David E. Jeremiah, Vice Chairman of the Joint Chiefs of Staff. He retired from the Air Force in 2003 as a colonel, and embarked upon a career with Lockheed Martin in Fort Worth, Texas, which he continues to this day.

Captain Brett M. Dula served as Aide-de-Camp to Dougherty at Second Air Force then at SHAPE. He became commander of Second Air Force himself in 1992, and retired from the Air Force in 1998 as a lieutenant general.

Brigadier General James V. Edmundson, air division commander when Dougherty was a B-47 squadron commander, led a fascinating military career. He entered the Air Corps as a pilot in 1937 and went on to accumulate more than 10,000 flying hours over a 36-year career. He flew 107 combat missions during World War Two; 32 combat missions in Korea; and 42 combat missions in Vietnam. He also led the B-29 formation that flew overhead as surrender terms were signed by American and Japanese officials onboard the USS *Missouri* in Tokyo Bay on September 2, 1945. Edmundson retired from the Air Force in 1973 as a lieutenant general and remained active in Air Force affairs. He will celebrate his 99th birthday in June 2014.

'Tennessee' Ernie Ford, Dougherty's B-29 bombardier at the end of World War Two, became one of the most successful singers and television entertainers of his era. He remained active in Air Force issues and was a lifelong friend to Dougherty. He received the Presidential Medal of Freedom

from President Reagan in 1984, and was inducted into the Country Music Hall of Fame in 1990. He died on October 17, 1991, 36 years to the day his hit song '*Sixteen Tons*' was released. He was 72.

Captain Benjamin D. Foulois, who offered Dougherty's Aunt Callie a ride in a biplane, became one of the most pivotal figures in the development of the U. S. Air Force. He rose to become Chief of the Air Corps and retired in 1936 as a major general. He then served as an elder airpower statesman during World War Two and into the Cold War era. He died in 1967 at the age of 87.

General Andrew J. Goodpaster was Supreme Allied Commander, Europe when his chief of staff was nominated as CINCSAC. Goodpaster retired from the Army in 1974 but was recalled to active duty by President Carter in 1977 to serve as superintendent of the U. S. Military Academy at West Point. He retired from active duty a second time in 1981. He died in 2005 at the age of 90.

Major General Reginald C. Harmon was named the first Air Force Judge Advocate General in 1948. His policy precluding judge advocates from also flying aircraft was resisted by many to include Dougherty. He retired from the Air Force in 1960 and died in 1992.

Colonel John K. Hester, wing commander at Davis-Monthan AFB who made Dougherty a squadron commander after just four months on station, rose to major general and was named commander of U. S. Air Forces in Europe in 1964. He died on April 7, 1965 from injuries suffered in a parachuting accident and was buried at Arlington National Cemetery.

Colonel Lloyd P. Hopwood, who allowed Dougherty to complete law school before returning to active duty, went on to plan the establishment of the U. S. Air Force Academy in Colorado Springs. He later commanded the Air Command and Staff College at Maxwell AFB, and then became director of personnel procurement and training on the Air Staff in 1958. He retired from the Air Force in 1967 as a major general and died in 1974.

General David C. Jones and Dougherty remained close personal friends for the rest of their lives after first meeting at aviation cadet training. Jones became Air Force Chief of Staff in 1974, and was named Chairman of the Joint

Chiefs of Staff in 1978 by President Carter. He retired from the Air Force in 1982. Jones died in 2013 at the age of 92 and was buried near his old friend in Arlington National Cemetery.

Lieutenant General James M. Keck served as SAC Vice Commander during Dougherty's tenure as CINCSAC. The two graduated from the National War College together in 1960, and it was Keck who replaced Dougherty as commander of Second Air Force in 1972. Keck retired from the Air Force in 1977 one month prior to Dougherty. He resides in San Antonio, Texas.

Lieutenant General Laurence S. Kuter, who rode in an elevator with Dougherty to discuss the policy of judge advocates no longer being permitted to fly, later became commander of Air University at Maxwell AFB, followed by commander of Pacific Air Forces. He retired from the Air Force as a full general in 1962 and died in 1979.

Judge Clyde Latimer, longtime mentor and Dougherty's childhood inspiration to pursue a legal career, continued to serve as a Kentucky judge. He was nominated to become Chief Justice of the Kentucky Court of Appeals but died of a heart attack in 1952 at the age of 61 before he could assume office.

General Curtis E. LeMay became Air Force Chief of Staff in 1961. Successful at building SAC into a preeminent deterrent force, his tenure as Chief of Staff was marred by contention with President Kennedy and Secretary of Defense McNamara. He retired from the Air Force in 1965 and ran unsuccessfully for vice president with George Wallace in 1968. He became a prolific writer and speaker on national security affairs, and mentored the next generation of Air Force general officers. He died in 1990 at the age of 83 and was buried at the U. S. Air Force Academy cemetery in Colorado Springs.

Chief Master Sergeant James M. McCoy, appointed by Dougherty as the first senior enlisted advisor at SAC, was named the sixth Chief Master Sergeant of the Air Force in 1979. He retired in 1981 and later served as president and chairman of the board for the Air Force Association. McCoy resides in

Bellevue, Nebraska and has a view from his window of Offutt Air Force Base. He remains active in Air Force affairs.

Tom 'Tap' Parks, Dougherty's best friend during aviation cadet training, was repatriated from a German prisoner of war camp in May 1945. He served in Korea before being diagnosed with diabetes and was discharged from military service. Parks and Dougherty remained lifelong friends. Parks died in 2013 at the age of 91 and was buried at Arlington National Cemetery.

General Thomas S. Power, nemesis to Dougherty and so many others, served as CINCSAC for seven years. He retired from the Air Force in 1964 and died of a heart attack in 1970 at the age of 65. He remains the last American general to never attend college prior to entering military service.

General John D. Ryan, who laid the foundation for Dougherty to command Second Air Force and later SAC, retired as Air Force Chief of Staff in 1973. His son, Michael, served in his father's footsteps and became Air Force Chief of Staff in 1997. Ryan died in 1983 at the age of 67 and was buried at the U. S. Air Force Academy cemetery in Colorado Springs.

General John A. Shaud, one of the pallbearers at Dougherty's funeral, was mentored by Dougherty through the years. Shaud served as a SAC vice wing commander when Dougherty was CINCSAC, and later commanded a SAC bomb wing. He became commander in 1986 of Air Training Command, forerunner of the contemporary Air Education and Training Command. He then became Chief of Staff at SHAPE in 1988, the same position Dougherty occupied prior to becoming CINCSAC. Shaud retired from the Air Force in 1991 and later served as executive director of the Air Force Association, like Dougherty before him. Shaud was honored in November 2013 with the Air Force Association's Lifetime Achievement Award. Dougherty received the same award in 2004.

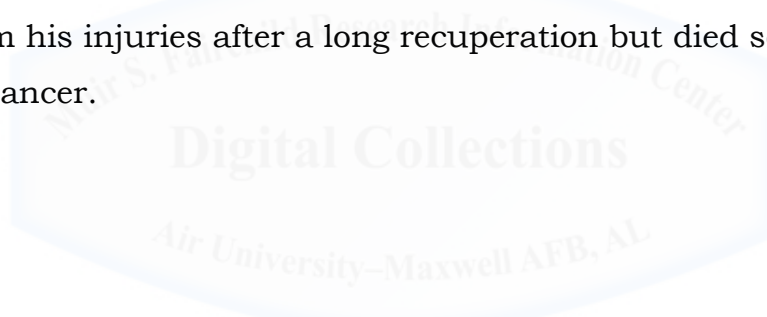
Dinah Shore, a singer in Dougherty's college band, also became one of the most popular singers and television entertainers of her era. She died of cancer in 1994 at the age of 77.

Major General Moody R. Tidwell, Jr. was Dougherty's supervisor in Japan. He gave permission for Dougherty to challenge the policy stating judge advocates could no longer simultaneously serve as legal officers and fly aircraft. Tidwell became the Air Force Assistant Judge Advocate General in 1960. He retired from the Air Force in 1963 and died in 1979.

Lieutenant Colonel Adrian W. Tolen, Dougherty's first supervisor at Guam, became staff judge advocate for Air Force Systems Command. He retired from the Air Force in 1969 as a brigadier general and died in 1993.

Billy Vaughn, Dougherty's childhood friend and band mate, became one of the most successful big band leaders in music history. He toured all over the world with his orchestra and recorded nearly 40 albums. His friendship with Dougherty lasted all their lives. He died in 1991 at the age of 72.

Colonel Bob Weir, who ejected with Dougherty from a T-33 in 1964, recovered from his injuries after a long recuperation but died several years later of lung cancer.



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